



**EMFULENI**  
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

# FINAL IDP

## 2012/13 – 2016/17



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- Risk Based Internal Audit Plan
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## ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
ANC	African National Congress
APC	African Peoples Convention
ARV	Anti-Retro Viral
BNG	Breaking New Ground
CA	Chartered Accountant
Capex	Capital Funding
CBD	Central Business District
CDWs	Community Development Workers
CCTV	Closed Circuit Television
COPE	Congress of the People
DA	Democratic Alliance
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DED	Department of Economic Development
DG	Director-General
DLGH	Department of Local Government & Housing
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DP	Development Planning
DLG	Development of Local Government
DOH	Department of Health
DPLG	Department of Provincial and Local Government
DRP	Disaster Recovery Plan
DRT	Department of Roads & Transport
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
EAP	Employment Assistance Programme
EFT	Electronic Funds Transfer
EIA	Environmental Impact Assessment
ELM	Emfuleni Local Municipality
EPWP	Extended Publics Works Programme
EVA	Evaton
FBE	Free Basic Electricity
FBW	Free Basic Water
FF	Freedom Front
FML	Full Maintenance Lease
FS	Financial Services
GAMAP	General Accepted Municipal Accounting Practice
GDP	Gross Domestic Product
GDP-R	Gross Domestic Product per Region
GDS	Growth and Development Strategies
GED	Gauteng Enterprise Propellers
GDE	Gauteng Department of Education
GGDS	Gauteng Growth and Development Strategy
GIS	Geographic Information System
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	General Recognised Accounting Practice
Ha	Hectare
HDI	Historical Disadvantaged Individuals
HIV	Human Immunodeficiency Virus

HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGRA/-Act	Intergovernmental Relations Act
IMCI	Integrated Management of Childhood Illness
INEP	Integrated Electricity Programme
IT	Information Technology
IWEX	Industrial Waste Exchange
IWMP	Integrated Waste Management Plan
JAC	Jacobskop
KM	Kilometers
KPA	Key Performance Areas
KPI	Key Performance Indicator
KV	Kilo Volts
LDV	Light Delivery Vehicles
LED	Local Economic Development
LG	Local Government
LGWSETA	Local Government Water SETA
LM	Emfuleni Local Municipality
LRAD	Land Redistribution for Agricultural Development Programme
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCs	Multi-purpose Centers
MSA	Municipal Systems Act
MSS	Municipal Support Services
MVA	Mega Volt Ampere
NAN	Nanascor
NER	National Electricity Regulator
NFPA	National Fire Protection Association
NGOs	Non-governmental Organisations
NQF	National Qualifications Framework
NRS	National Regulator Services
NSDP	National Spatial Development Perspective
NT	National Treasury
NWMS	National Waste Management Strategy
O&M	Operations and Maintenance
Opex	Operational Funding
PAC	Pan African Congress
PC	Personal Computer
PD	Previously Disadvantaged
PGDS	Provincial Growth and Development Strategy
PJEC	Principal Job Evaluation Committee
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PS	Public Safety
PS & CD	Public Safety and Community Development
RBO	Relationship by Objective
RDP	Redistribution and Development Programme

RW	Rand Water
SA	South Africa
SALGBC	South Africa Local Government Bargaining Council
SAM	Strategic Alignment Management
SASS	South African Scoring System
SATSA	Southern Africa Tourism Services Association
SCADA	Supervisory Control and Data Acquisition Systems
SDF	Spatial Development Framework
SDM	Sedibeng District Municipality
SETA	Sector Education and Training Authority
SME's	Small and Micro Enterprises
SMME's	Small, Medium and Micro Enterprises
SMS	Short Message System
SO	Strategic Objectives
SRAC	Sports, Recreation, Arts and Culture
Stats-Sa	Statistics South Africa
STI's	Sexually Transmitted Infections
TB	Tuberculosis
TLB	Tracker Loader Backhoe
Ur	Unemployment rate
VCT	Voluntary Counseling and Testing
VDB	Vanderbijlpark
VIP	Ventilated Improved Pit
WCW's	Water Care Works
WMS	Water Management System
WRP	Water Resource Plan
WSA	Water Services Authority
WSDP	Water Services Development Plan
WWTW	Waste Water Treatment Works

# **CHAPTER 1**

## **1. INTRODUCTION AND OVERVIEW**

### **1.1 Legislative Framework**

According to the Constitution of the Republic of South Africa (Section 152 and 153) local government is in charge of the development process in municipalities, and it is in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal integrated development planning. The constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across three spheres of government.

White Paper on Local Government gives municipalities responsibility to work with communities and groups within communities to find sustainable ways to their social, economic and material needs and improve the quality of their lives.

Municipal Systems Act 32 of 2000 (MSA) defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. MSA requires the IDP to be strategic and inclusive in nature. The IDP should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming policy framework on which annual budgets are based. The Integrated Development Plan must be compatible with national and provincial development plans and planning requirements.

### **1.2 VISION**

A developmental City that continuously improves the quality of life of its community

#### **MOTTO**

“Vaal River City, the Cradle of Human Rights”

#### **MISSION**

Providing responsive, effective, efficient, and sustainable municipal services in an accountable manner.

#### **VALUES**

Subscribe to Batho-Pele Principles as well as being:

- Responsive
- Disciplined
- Accountable & Transparent
- Respectful and
- Honest



### **1.3 STRATEGIC OBJECTIVES**

1. United, non-racial and integrated communities
2. Sustainable livelihoods through decent employment
3. Informed and participatory communities
4. Effective and efficient municipal government
5. Co- operative, participative and interrelated government
6. Viable and sustainable municipal government
7. Professional and responsive municipal administration
8. Quality rendered, accessible, sustainable and reliable municipal services
9. Accountable and clean municipal government
10. Healthy and safe environment and communities
11. Create an environment that is conducive to the formation of a metro

### **1.4 SEDIBENG GROWTH AND DEVELOPMENT STRATEGY**

1. Reinventing our economy
2. Renewing our communities
3. Reviving a sustainable environment
4. Reintegrating our region
5. Releasing human potential
6. Good and financial sustainable governance
7. Vibrant democracy

### **1.5 NATIONAL OUTCOMES**

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel free
4. Decent employment through inclusive economic growth
5. Skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive infrastructure network
7. Vibrant, equitable, sustainable, rural communities contributing towards security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable effective and efficient local government system
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, a better Africa and a better world
12. An efficient, effective and development oriented public service and empowered, air and inclusive citizenship

### **1.6 SPHERES OF GOVERNMENT ALIGNMENT**

Cooperative governance means that the three spheres of government should work together to provide citizens with a comprehensive package of services. The Constitution states that the three spheres have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes require close cooperation between the spheres of government especially at executive level. ELM strategic objectives are informed by the Millennium Development Goals (MDG), the national outcomes as well as the Sedibeng Growth and Development Strategy. All the above concerted efforts are clearly depicted in the strategies phase which forms the basis of the document.

## **1.7 ELM STRATEGIC THRUST**

### **1.7.1 VAAL RIVER CITY**

A growing body of literature in cities indicates that great cities successfully fulfil the biological needs of its inhabitants, and provides a safe environment for their activities. Better planned cities allow people of all ages and background to gain the activities, resources, services, and information that they need. A city with good control is arranged so that its citizens have a say in the management of the spaces in which they work and reside. Cities try to lure investment with an array of features: low tax rates, improved transportation and utility infrastructure, cheap land, and skilled labour force. Amenities such as climate, proximity to recreation, parks, elegant architecture, and cultural activities influence the location decisions of businesses and individuals.

Emfuleni Local Municipality's is increasingly assuming the status of a budding city exemplified by developmental complexities inherent in cities characteristic of developing economies such as high level of unemployment, increased urbanization without concomitant industrialization and significant income inequalities. However, the municipality's combined effects of its natural endowment and historical heritage have carved an important economic/market niche that gives it an edge over other localities in Gauteng Province. First, the municipality's physical landscape is predominantly structured by continuous natural watercourses (spruits) which empty their content into Vaal River which constitutes the former's municipal boundary. These alignments of the watercourses define uninterrupted greenbelts linked directly to the southern bound Vaal River. These greenbelt continuums provide the municipality with ample opportunities to develop recreational open spaces with scenic, conservancy and tourism value needed to generate greater business opportunities and employment. Second, the municipality also consists of places/sites associated with anti-apartheid struggles/uprisings including the Sharpeville massacres in the 1960s. The potential advantages of natural endowment and human rights heritage sites can be combined to give great impetus to attempt to promote tourism industry to its fullest potential in Emfuleni.

The concept of river city is derived directly not only from the fact that Emfuleni is bordered by the Vaal River to the south but also that its landscape is spatial structured by significant number of north-south bound rivulets/streams. Vaal River bestows the river city image on Emfuleni in its uniqueness in Gauteng Province. Not all river cities are the same since each river city's form and value is a function of physical and economic factors impacting on it. In addition, to opportunities being presented by greenbelts as indicated above, Vaal River environment ideal for business node accommodating certain land uses (restaurants, music concerts, water related sports activities and recreational related purposes) to provide impetus to movements calculated at achieving a fully-fledged river city. The concept will be refined comprehensively in the SDF document currently under review.

### **1.7.2 SOCIO - ECONOMIC CONDITIONS**

About 31% of ELM population has a primary school education and 58% of the residents living within Emfuleni have completed secondary school education. In total 10% of the population has no education, which constitutes a significant section of the population that is uneducated. Only 1% of the population has a post-scholastic educational qualification. Higher education levels are usually associated with higher income levels and certain employment categories, such as professionals and managerial positions.

Statistics SA indicates that Emfuleni had a workforce of 463 642 economically active people. It is estimated that 33% of the workforce is employed whilst 30% is unemployed. The remainder 37% is not economically active, which means that it is not actively seeking jobs.

This means that poverty levels might be high and the dependency ratio is high within the municipality, which hampers the ability of the population to save and/or engage in other entrepreneurship activities.

### **1.7.3 REVENUE ENHANCEMENT STRATEGY**

The strategy is in place and entails strengthening the billing system . There are specific steps taken for revenue enhancement.

- **Metering**

The new meter reading company, Motla Engineering, has been appointed. A reviewed meter reading system has been introduced. Municipal area has been divided into 15 cycles. Controlled reading of the meter and information is captured in a systematic way. This will enhance the accuracy of the data. There was also a consumer data cleansing that was embarked on, which will also assist in the accuracy of the data.

The correct meter reading and the accurate data will lead to a correct billing system. The correct meter reading will be submitted by the service provider and correct accounts will be issued per agreed schedule in each of the 15 cycles.

- Targeting high value debtors
- Restructuring of credit control and debt collection functions and the design of a revenue agency for the municipality
- Strengthening of the credit control and debt management processes that are already in place.

### **1.7.4 CBD'S RENEWALS**

A total of 3 municipal business nodes exist within Emfuleni. These municipal business nodes comprise the existing Vanderbijlpark CBD, the existing Vereeniging CBD and the emerging Sebokeng CBD. The retail and office space existing within the Vanderbijlpark CBD and the Vereeniging CBD is deemed sufficient, so no additional retail and office space is provided. However, an additional 55,319m<sup>2</sup> of retail space and 11,064m<sup>2</sup> of office space is allocated to the Sebokeng CBD to further strengthen this emerging Central Business District.

The regeneration of Vanderbijlpark CBD, is a project undertaken with the view of ensuring that businesses located in Vanderbijlpark are sustainable and they grow in order to assist in employment creation and poverty alleviation. Urban Development Zone Tax Incentive is a national government sponsored programme to encourage business to stay within demarcated municipal areas. ELM is continuously sensitizing all qualifying businesses within demarcated area in Vereeniging. These businesses are within the urban development zone so they therefore play a leading role in the CBD renewal programme. Annual monitoring of businesses within the demarcated areas to check issues of compliance is undertaken. As part of CBD renewal, businesses are supposed to be renovated and later be reimbursed by the state, hence monitoring becomes crucial

### **1.7.5 THE R59 DEVELOPMENT CORRIDOR**

The R59 freeway originates in the south of the City of Joburg at South Rand road, north of the N12 freeway. It then passes through Alberton in the Ekurhuleni Metropolitan Municipality, past Meyerton in the Midvaal Municipality and Vereeniging and Vanderbijlpark in the ELM, from there it crosses the Vaal river into the Free State province and runs to Sasol.

The R59 serves as an important corridor which links five major points (Johannesburg, Ekurhuleni, Midvaal, Emfuleni and Sasolburg) and conveys passengers and goods between these points. It also encompasses the road linking Sasolburg, Parys and Viljoenskroon with Goldfields, Orkney and the North West province. The R59 offers an alternative to the N1 toll

road, linking Sasolburg with Vereeniging, and acts as a lifeline to the southern areas of the Gauteng province

### **1.7.6 TECHNOLOGY IN WASTE MANAGEMENT**

The Municipality is making an effort to control reclaiming at the disposal sites by formalising it and working together with the community to limit the amount of people coming onto the disposal sites as well as the time that they are allowed on the sites. This has worked well to a certain extent but it is an ongoing process that will require constant management in the future financial years. The waste minimisation strategies which include, recycling projects at each landfill are being undertaken by the Emfuleni Municipality:

Most of the vehicles in the Emfuleni waste management fleet are fairly new and the vehicles that are older are due for replacement within the next financial years. The municipality has implemented an impressive vehicle replacement system ELM and currently does not have a shortage of vehicles for waste removal or equipment on the landfill sites. Recycling is being done at the Palm Springs (formalised) and the Boitshepi (not formalised) landfill sites. The Municipality is making an effort to control reclaiming at the disposal sites by formalising it and working together with the community to limit the amount of people coming onto the disposal sites as well as the time that they are allowed on the sites. This has worked well to a certain extent but it is an ongoing process that will require constant management in the future financial years.

Recycling is also done in the townships with 1000 registered community based environmental recyclers within the Emfuleni jurisdiction. The Municipality is assisting the recyclers by collecting the recyclables at the communities' recycling points and transferring it to the buyers (Mama She's, DJ Afval Papier, H&M Recycling, Remade, National Recyclers, Richard Recycling, Consol and other small recycling companies). Emfuleni Municipality has purchased two 5 ton trucks to assist all the recyclers with transport. The Council is sponsoring the diesel and maintenance of the trucks and should continue to do so in the future. Recycling of waste will lengthen the lifespan of the landfill site. Through proper recycling it might be possible to remove as much as 30% of all material earmarked for landfill disposal. The problem, however, is the availability of an offset market due to the remote distance from Emfuleni Municipal area to central recycling business areas. The feasibility of establishing a recycling centre at one of the existing large landfills and at the proposed new regional disposal site should be investigated

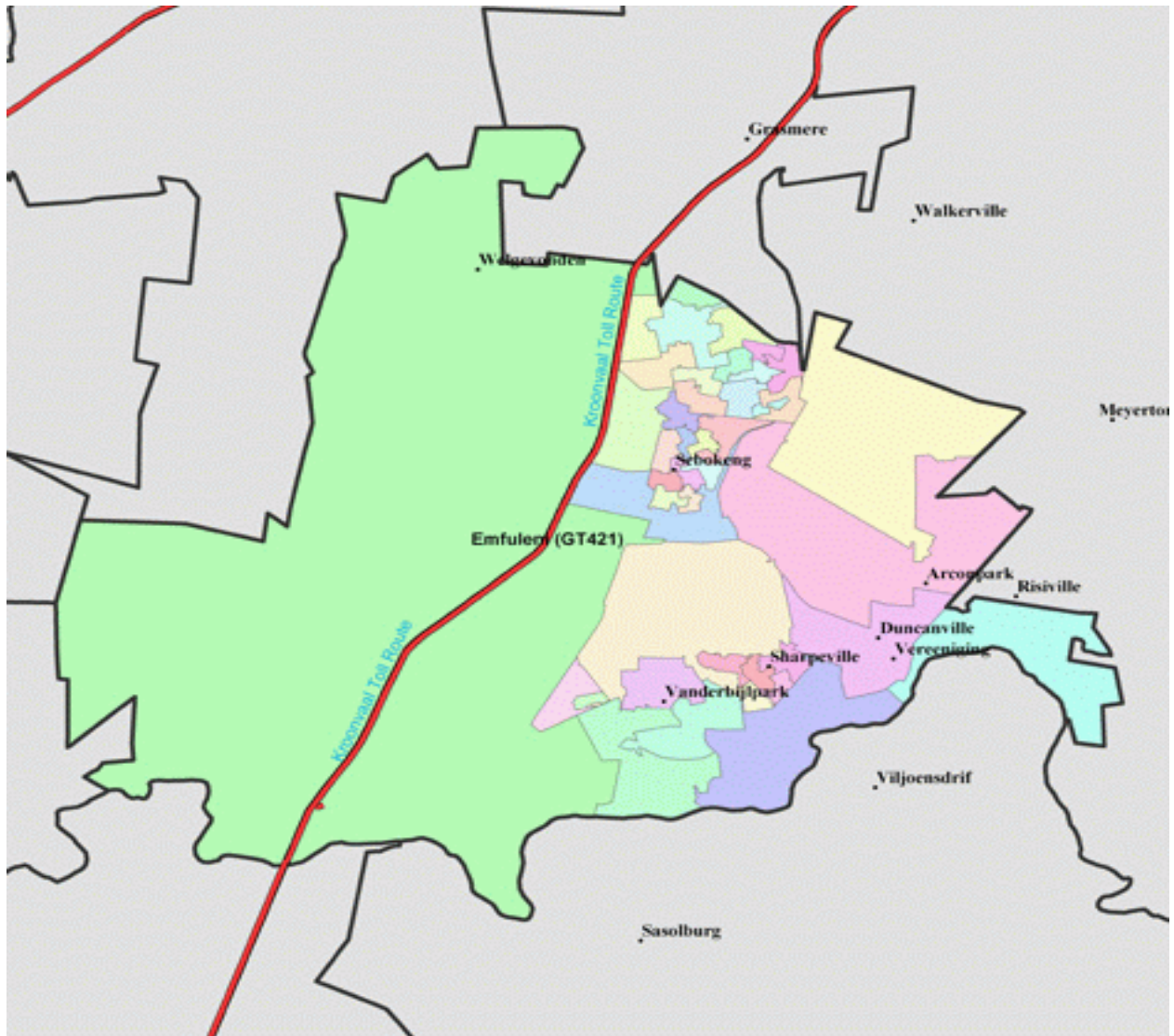
## **1.8 GEOGRAPHIC PROFILE**

Emfuleni Local Municipality (ELM) is one of three local municipalities that constitute the Sedibeng District Municipality. ELM is situated at the western-most part of the district, which covers the entire southern area of the Gauteng Province extending along a 120 kilometres axis from east to west. ELM covers an area of 987.45 km<sup>2</sup>. The Vaal River forms the southern boundary of ELM and its strategic location affords it many opportunities for tourism and other forms of economic development. ELM shares boundaries with Metsimaholo Local Municipality and Fezile Dabi District Municipality in the Free State to the south, Midvaal Local Municipality to the east, the City of Johannesburg metropolitan area to the north and Westonaria and Tlokwe Local Municipalities, in North West Province, to the west.

ELM is strategically located with access to a well-maintained road network, e.g. the N1 national route linking Johannesburg and Bloemfontein, which traverses Emfuleni. ELM has two main city/town centres, namely, Vereeniging and Vanderbijlpark within the area. Sasolburg is only 10 kilometres to the south, across the provincial boundary. ELM forms the "heartland" of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa. ELM contains six large former peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso.

These six areas generally lack facilities associated with towns of their size, however, there have been a number of shopping malls developed in the past few years. The other ten small settlements tend to be suburban in nature and are within six kilometres of the above towns: they are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonairpark. ELM also comprises of a number of large residential areas, all of which require considerable investment in infrastructure and environmental upgrading.

#### **Map: Area Location**



**SoSource: Demarcation Board, 2001**

ELM is rich in history as it encapsulates the South African War with the signing of the peace treaty in Vereeniging, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic in 1996 in Sharpeville. ELM's settlement patterns are largely dictated by the history of the area. The evidence of San rock engravings near the Vaal River verifies that the San people originally inhabited the area.

## 1.9 DEMOGRAPHIC PROFILE

The population of the ELM, according to Global Insight 2008, is estimated at 652 819 whereas the community survey states that the population size has slightly decreased from 658 422 in 2001 to 650 867 in 2007.

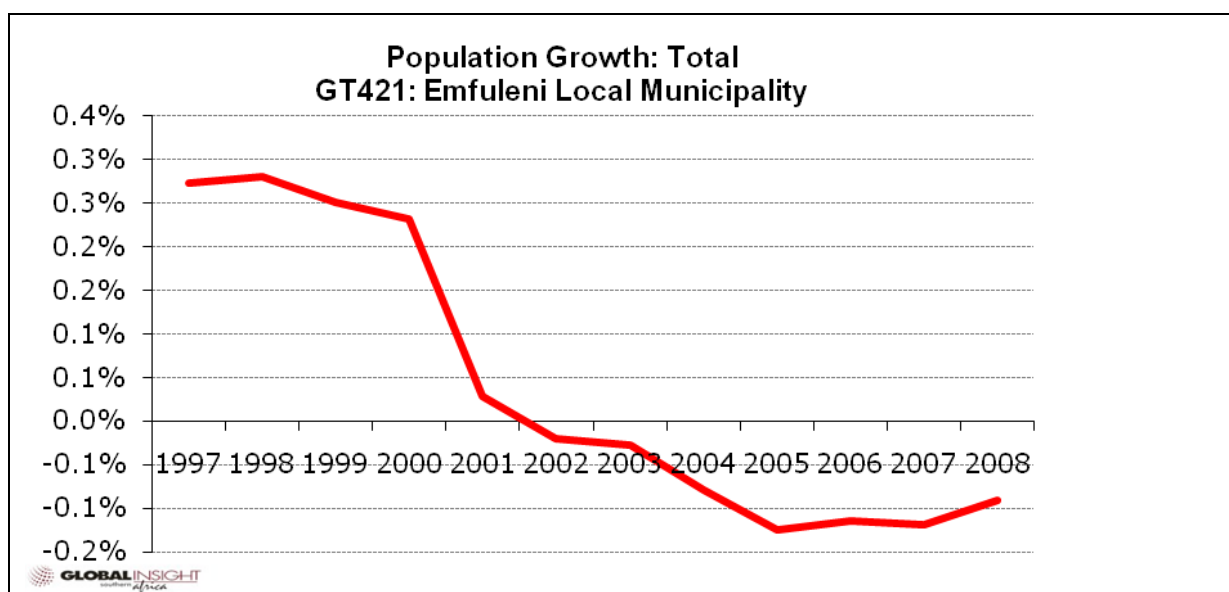
**Table: Demographic Composition**

	African	Coloured	Indian/Asian	White	TOTAL
Male	276 766	3 669	3 255	43 785	327 475
Female	273 333	3 883	3 183	44 944	325 344
<b>TOTAL</b>	<b>550 099</b>	<b>7 552</b>	<b>6 438</b>	<b>88 729</b>	<b>652 819</b>

**Source: Global Insight, 2008**

The racial composition of ELM's population is indicated in the table above and geographically most of the African population is concentrated in areas such as Sebokeng, Evaton, Sharpeville, Boipatong and Bophelong. This illustrates the entrenched racial divisions within ELM. This trend also reflects the socio-economic geography of ELM and the pattern of access to services.

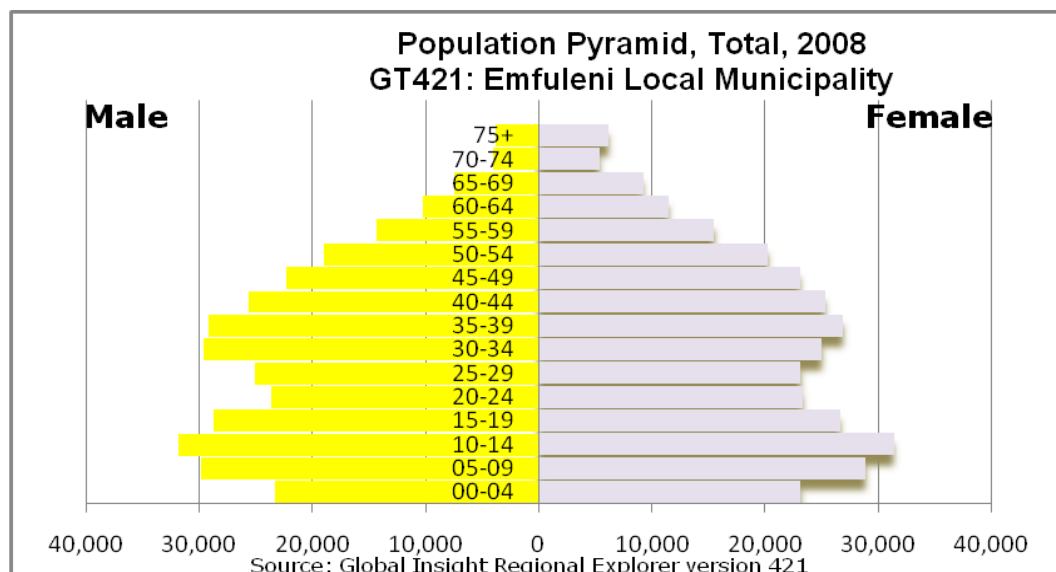
**Graph: Population Growth**



The graph above indicates that between 1997 and 2000 there was a notable increase of population inflow and from 2002 to 2008 there is also a notable outflow of population.



**Graph: Population Pyramid - Total, 2008**



**The graph above indicates the population numbers per age category and per sex.**

The graph above indicates large number of children from 0 – 14 and from 10 – 14 there is consistency in population size both males and females. From the ages of 15 – 19 there is a decrease and the same consistency is evident from both sexes. From the ages of 20 – 24 there is an increase in both sexes.

However from the ages of 25 - 29 there is a slight increase in males whereas the figure remains stable with the ages 20 - 24 and 25 - 29 in females.

#### 1.10 MEC COMMENTS ON 2011-2012 IDP

MEC Comments	Response
<p><b><u>Service Delivery</u></b></p> <p>The municipality holds the view that the service delivery backlogs will be eliminated through housing delivery. This is affirmed by a view expresses in the IDP in both 10/11 as well as 11/12 that in Tsepiso, 400 of the 11500 sanitation backlog was eliminated through housing service delivery. Provision of basic services, particularly sanitation services, is an essential service which cannot wait for housing delivery. Whilst the municipality points to the fact that VIP services are often not acceptable to communities, the municipality has the responsibility to do all it can within available resources, to make sanitation services available to communities. It is the Department's considered view that the provision of access to basic services must not be linked with the provision of houses must be extended to all communities when required.</p> <p>It is of great concern that the municipality anticipates about 39% in water distribution</p>	<p>The existing sanitation crisis within the Vaal Area, not just limited to Emfuleni, has been a point of concern for some time. When the original negotiations for the Sedibeng Regional Sanitation commenced, the indication was that the first phase would be operational by 2012. All additional funding towards upgrades of the existing Waste Water Treatment work, with the exception of Sebokeng Waste Water Treatment Works, were halted. Even though no new extension to the remaining two existing works was planned, the Emfuleni area continued developing at a rapid rate, resulting in a severe sanitation problem that must now be addressed by Emfuleni Infrastructure Department to ensure growth in the area is not halted until the Sedibeng Regional works are completed. The use of VIP services can't be entertained as the Gauteng Provincial Government took a decision that it will be providing LOS 2 within the province.</p>

MEC Comments	Response
<p>losses. The 2009/10 audit outcome indicated that the municipality incurred material losses of R120 million and R125 million on electricity and water distribution respectively. It is therefore recommended that Emfuleni employs a combination of investment in maintenance and better enforcement of by-laws to curb both water and electricity losses. It is also recommended that Emfuleni engage with Lesedi Local Municipality, which has seen significant reduction in water and electricity losses as a result of the interventions put in place by the municipality. The fact that the cash coverage ratio is sitting at 2 months is commendable compared to most municipalities across the province.</p>	<p>This only means that Water born sanitation systems must be provided. ELM has commenced with implementation plans to address the issue of backlogs to try and accommodate development growth.</p>
<p><b><u>Spatial Planning</u></b></p> <p>The Emfuleni IDP makes reference to an SDF (in terms of the development principles and to Compliment the SDF objectives), Capital Investment Framework as well as projects. However there is no spatial representation of the desired urban form, how future growth will be managed and the prioritisation and spatial representation of capital projects.</p>	<p>The current SDF (2012-2017) addresses concerns raised with the exception of prioritised spatial capital projects. These projects will be submitted in time before the finalisation of the current IDP document.</p>
<p><b><u>Financial Viability</u></b></p> <p>The Department has also noted an under-spending on MIG funding. The municipality has been broadly underperforming when it comes to spending on capital projects, whilst the municipality is sitting with funds totalling R39 462 203.00, which are rolled over from the previous financial year. Given the service delivery needs it confronts, the municipality is urged to investigate and provide reasons as to why it cannot spend such funds but also explore innovative ways to improve its expenditure patterns.</p> <p>The municipality's estimated operating revenue budget for the 2011/12 financial year amounts to R3, 4 billion whilst the expenditure budget amounts to R3,3 billion. The average collection rate is 74% and it remains unclear how the municipality intends raising the projected revenue. Furthermore, the outstanding debt for the municipality is in the region of R3, 2 billion which is almost equal to the annual operational budget of the municipality. The municipality indicated that there are measures that have been put in place to try and improve the municipalities'</p>	<p>The municipality has now capacitated the Project Management Unit, the allocation for 2012/13 will be fully spent without rollovers.</p> <p>The project planning is now done prior to the start of the financial year.</p> <p>The municipality is in the process of establishing a Revenue Management Unit to enhance its collection rate.</p>

MEC Comments	Response
<p>collection rate and thereby turnaround the financial position of the municipality. The Department would like to recommend that Emfuleni consider engaging with other municipalities across the province to share best practices/mechanism on how best to improve its collection rates.</p>	
<p><b><u>Governance</u></b></p> <p>Over the past years, the municipality has experienced challenges with regards to the effective functionality of ward committees. The municipality is urged to pay specific attention to ensuring that the 2011-2016 mandate term is characterized by fully functional ward committees as these are essential towards ensuring participatory democracy.</p>	<p>Ward Committee members all from 45 wards were duly elected. Grievances/Petitions received were forwarded and all successfully resolved. From the 24-27 January 2012 at Vaal University of Technology with the help of DLG&amp;H all 450 Ward Committee members underwent induction training. South African Weather Services also had an outreach programme to conscientise the community and Ward Committee members on weather alert on the 14 February 2012.</p>
<p><b><u>Institutional development</u></b></p> <p>The Municipality is urged to develop an Action Plan to implement the developed HR Strategy, Recruitment and Retention Strategies which should be linked to the planned decentralised HR process currently underway. There is need to fast track the filling of critical posts especially in Infrastructure departments and all Executives posts where contracts are ending within the next few months. Most importantly here is a need to initiate a process towards taking over the PMS processes from the contracted services provider and include plans for managing Programme performance Information for auditing purposes.</p>	<p>The ELM has appointed the Performance Specialist and the performance management system is managed internally. The ELM has put measures in place in terms of managing audit of performance information by fully capacitating the Internal Audit Department. Currently the audit of performance information is conducted on a quarterly basis as per legislative requirement and corrective actions have been taken.</p>

## CHAPTER 2

### 2. SPATIAL DEVELOPMENT FRAMEWORK AND HUMAN SETTLEMENT

#### 2.1. DEVELOPMENT CONCEPT

Within the regional context, as depicted conceptually by the Diagram below, Emfuleni is situated at the southern end of two north-south corridors that are aligned along the N1 and the R59 freeways respectively. Emfuleni is tied into the rest of Gauteng and the Johannesburg and Ekurhuleni metropolitan area in particular via these corridors. These corridors also link Emfuleni to the settlements and activity nodes situated along these corridors, such as Orange Farm, Soweto, Meyerton and Germiston. The N1 corridor is supplemented by a commuter railway line, which links Vereeniging to the Johannesburg CBD via Sebokeng and Orange Farm. A freight railway line links Vereeniging to Germiston, via Meyerton. In essence, Emfuleni thus forms the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. Further strengthening this southern anchor will benefit this axis as a whole, because it will facilitate movement and people and goods along this axis.

Based on the regional context, a development concept was drafted for Emfuleni that aims to strengthen the role of the Study Area as the southern anchor of the greater Emfuleni-Johannesburg-Tshwane axis. The Development Concept, which is illustrated by Diagram 1 below, is made up of the following elements:

#### a. Transportation structure

Emfuleni is largely accessed via the K53 (Golden Highway) and the P156 (R59) freeway, which connects Johannesburg and Germiston to the Vanderbijlpark CBD and the Vereeniging CBD respectively. In addition to the aforementioned, the Study Area is served by an integrated road network that also connects the various nodal areas and settlements to each other. These include the K83, which connects Evaton to Meyerton via the planned Savanna City development, and the K53, which connects Sebokeng to the Vereeniging CBD. Emfuleni also contain a freight and commuter rail network necessary to support large-scale urban development within Emfuleni. The Vereeniging-Johannesburg commuter railway line provides needed public transportation services to Vereeniging, Sebokeng and Evaton. This commuter railway line poses opportunities for urban densification. The Vereeniging-Germiston line is a freight railway line stretching via Meyerton. This railway line can be of particular value to industrial and commercial development within the Vereeniging region (refer to diagram 3).

#### a.1 Development Corridors

A development corridor is considered a geographic linkage created through policy for the expressed purpose of economic development within certain regions. Often, investments in upgrading or constructing new spine highways, rail lines, communication infrastructure are made to enhance opportunities within the corridor. Service roads or second tier of parallel roads along either side of the development corridor strip add impetus to the viability and sustainability of development corridor.

## **Rail Transport Infrastructure**

Rail infrastructure provides opportunity largely for cost-effective commuting of passenger and freight transportation, thus reducing traffic volumes and heavy transportation of cargo on road infrastructure already buckling under relentless pressure. Rail infrastructure forms part of transport corridors along which densification can be strategically intensified and mixed uses (business, retail and high residential densities) opportunities be extensively explored at intervening stations.

## **Road Infrastructure**

Integration of road infrastructure and land use management provide opportunities for creation of sustainable cities and communities by supporting and enhancing public transport systems availed within development corridors such as R553/Golden highway ( mobility spine/road), R57 , R59, R142 (east of its intersection with R57 to R59) and R54 (mobility spine/road). With the exception of R553 and R54, intensive non-residential/business land uses are encouraged along the abovementioned arterials as described.

R54 shall be treated as a mobility road promoting mobility at the expense of accessibility throughout its length, save at its certain intersections with various roads or specific areas where planning merits may dictate development of land uses other than residential. In the same vein, R553 should be treated as mobility road and business development be allowed only at its various intersections along its length, provided planning merits dictate development of business land uses, provided further no access directly from R553 shall be permitted. Further detailed integration of road and land use planning is contained in the new SDF document.

Such a development approach along R553 will assist in breaking down the debilitating residential monologue which undermines any calculated endeavours at promoting sustainable communities (residential developments in close proximity to places of business opportunities).

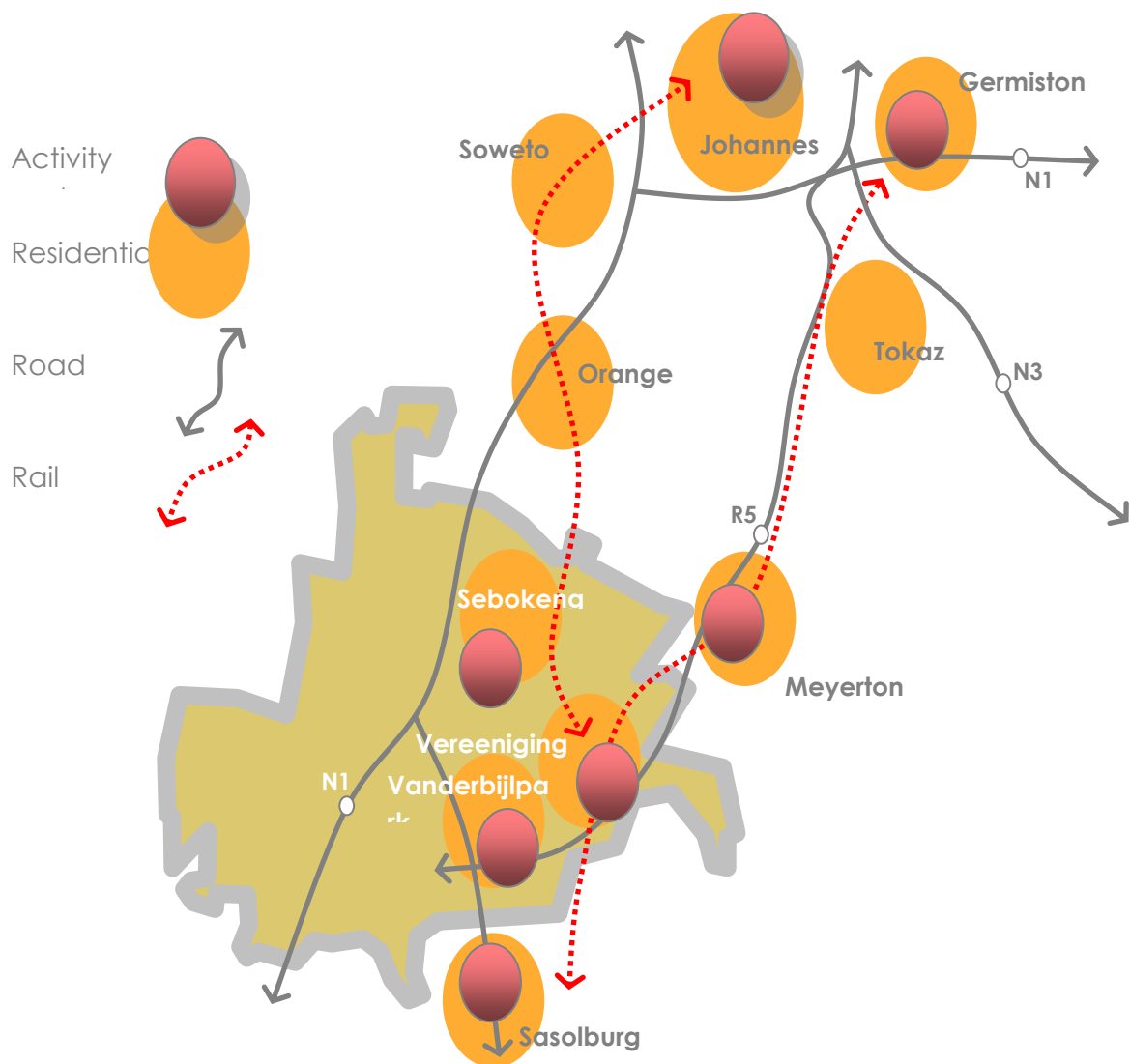


DIAGRAM 1: REGIONAL CONTEXT



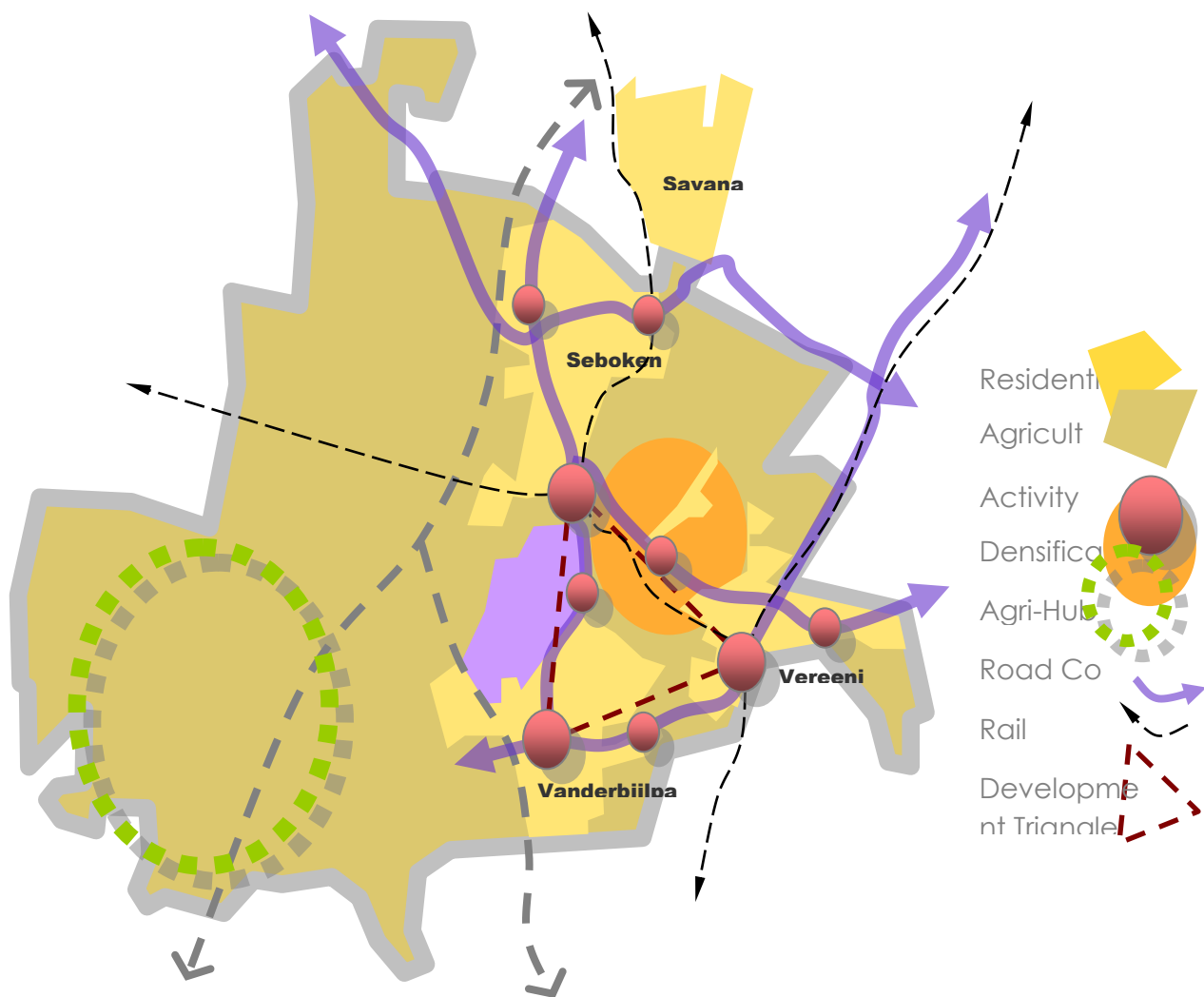


DIAGRAM 2: DEVELOPMENT CONCEPT

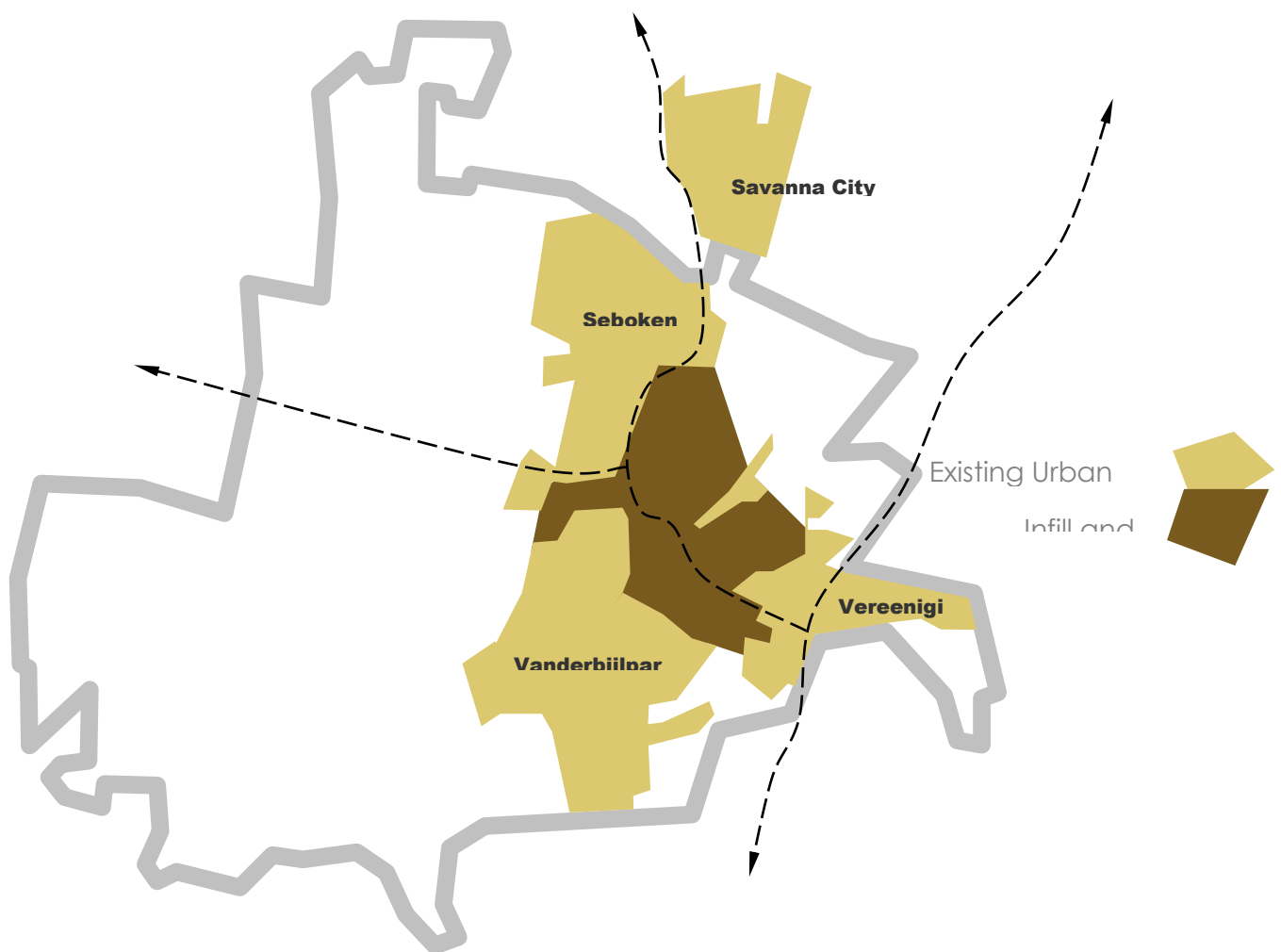


DIAGRAM 3: RAIL CORRIDOR DENSIFICATION

#### b. Nodal structure

Currently, the Emfuleni Study Area is served by two established Central Business Districts: the Vanderbijlpark CBD and the Vereeniging CBD. The Sebokeng CBD, situated at Sebokeng hostels and hospital, is an emerging Central Business District within the Study Area. These three Central Business Districts form a triangle within the Study Area that must become the focal area for urban development within Emfuleni; consolidating urban development and expansion within this triangle. These Central Business Districts will provide the necessary focal points that will help focus urban development and expansion in a spatially rational manner. In addition to the strengthening of the Sebokeng CBD, a more expanded activity node structure can potentially be developed within Emfuleni, which can help create a more efficient and accessible nodal configuration within Emfuleni. To this end, a number of lower-order nodes can be considered at location within this **development triangle** at existing or planned commuter railway stations and along major public transportation routes. These lower-order nodes can help focus the development of specific sub-regions parts of the Study Area. This is illustrated in Diagram 2.

### c. Land Use Structure

Currently, urbanization within Emfuleni is highly fragmented. It is therefore imperative that future urban development and expansion be done in a manner that achieves urban consolidation, density and compactness within the Study Area, in order to combat urban sprawl and fragmentation. Due to the fragmented nature of the Study Area, there are many opportunities for infill development and the consolidation within the Study Area. In particular, there are large tracts of land located between Sebokeng and Vereeniging **(in the Sonlandpark region including Rood's Gardens, Van der Merwe's Kroon and Unitas Park Agricultural Holdings)**, which have the potential for infill development. The development of these land parcels will help consolidate the existing fragmented urban structure and it will help strengthen the existing commuter railway line corridor stretching from Vereeniging to Evaton, as depicted by the Diagram above. To this end, it is proposed that urban development be encouraged along this commuter railway line. This will require residential densification at the commuter railway stations, using higher-density residential typologies.

#### c.1 Development Triangle

The concept of a development triangle derives its mandate from national and provincial emphasis on creation of compact cities by optimizing the use of existing resources including such resources relating to land, bulk infrastructure, roads, transportation and social facilities. Such optimization results in integration of residential and employment opportunities in close proximity to or integrated with each other.

## 2.2 RESIDENTIAL DEVELOPMENT

Figure 1 illustrates the land parcels within Emfuleni that are proposed for residential development. These land parcels were identified, taking into account a number of constraining factors into account, such as environmental sensitive areas and geotechnical conditions. Land categorized by EBOSS as environmentally important was deemed unsuitable for urban development and land with poor geotechnical conditions due to dolomite were considered unsuitable for urban development.

Based on the analysis above, it was found that small part of the land within Emfuleni that is potentially available for residential development was suitable for residential development from a geotechnical perspective. Only small pockets of land situated on the north eastern boundary of the Study Area were deemed unsuitable for residential development due to dolomite conditions. Of particular constraint were the environmentally sensitive areas, situated within the north eastern quadrant of the Study Area, mostly comprising ridges and river environments. As depicted by the Table below, it was estimated that Emfuleni requires approximately 1300ha of land for residential development during the period 2010-2015. It requires an estimated additional 1500ha of land for residential development during the period 2015-2020. A measured oversupply of land is made available for residential development within Emfuleni to counter high land values, which is often associated with the severe restriction of land available for urban expansion.

TABLE 1: RESIDENTIAL LAND ALLOCATION

Area	Year 2010-2015		Year 2010-2020	
	Need (ha)	Allocated (ha)	Need (ha)	Allocated (ha)
Residential	1259.3	4248.2	1547.9	2536.4

Source: Urban Dynamics Gauteng, 2011

Urban expansion within Emfuleni needs to be controlled and occur in a consolidated manner to prevent urban sprawl and the negative impacts of urban sprawl. Some negative impacts of urban sprawl include high bulk services development cost due to long infrastructure runs and high public transportation costs due to low commuter patronage associate with low densities. It is therefore imperative that the land which is made available for residential purposes within the Study Area be optimally used. This is primarily achieved by applying higher residential densities, which uses less land and consequently limits urban sprawl.

Transversed by strong rail and road based transport infrastructure, occupied by better aggregated population densities and well endowed with undeveloped developable parcels of land with high propensity for developments, parcels of land within the delineated development triangle present business and employment opportunities. Promotion of mixed development (retail, business, commercial and high density) within the development triangle will encourage the formation of the required critical mass (high compacted intensive developments and high population densities) needed to attract foreign and local business investments.

Cost-benefit analysis reveals that communities and the municipality will reap significant benefits in terms of savings with regard to the cost of installation of civil engineering infrastructure, travelling expenses, operational costs of rendering services, protection of greenbelts (provides tourism and cultural opportunities including location of historical landmarks and agricultural business opportunities) and promotion of the green economy.

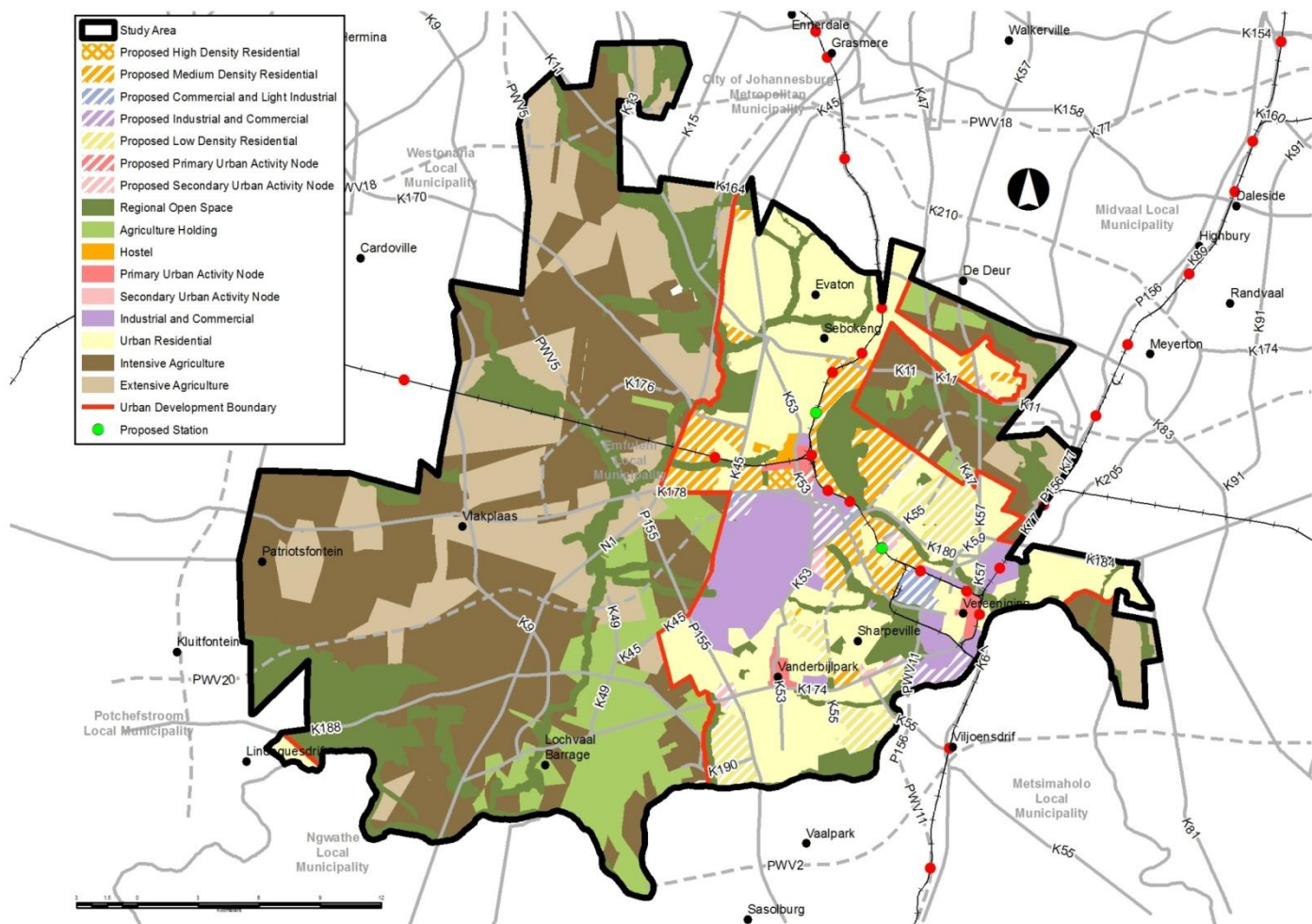


FIGURE 1: DEVELOPMENT FRAMEWORK

Emfuleni has large tracts of land that are potentially available for residential expansion, as well as a number of infill sites that can be utilized for residential purposes. Most of the expansion areas are located along the Vereeniging-Johannesburg commuter railway line. The development of these areas for higher-density residential purposes can significantly strengthen the existing Vereeniging-Johannesburg commuter railway line and greatly assist in the viable operation of the commuter rail system. There are basically 3 residential expansion areas that can be identified within the Study Area. These sites are depicted on Figure 1 and are as follows:

#### a. Johandeo, Golden Gardens and Cyferpan

Johandeo and Golden Gardens are townships that are currently being implemented. These townships, including the planned Cyferpan development, is located west of the Sebokeng CBD and the K45 (Golden Highway) and basically constitute the westward expansion of Sebokeng up to the N1 freeway. Johandeo, Golden Gardens and Cyferpan are affordable housing developments. The first phases of Johandeo and Golden Gardens have been completed with the following phases in its planning stages. Golden Gardens will provide approximately 7000 housing units once completed. The first phase of Johandeo yielded approximately 2000 housing units. Because the first stages of these townships have been implemented, bulk services have already been constructed to services the township.

## **b. Lethabong and Tshepiso**

Lethabong and Tshepiso are residential expansion areas that basically straddle the Vereeniging-Johannesburg commuter railway line. The primary advantage of this residential expansion area is the fact that it has excellent access to road and rail infrastructure. This transportation network includes the K180 distributor road, which links the area to Moshoeshoe Road (K53) that traverses Sebokeng and the Sebokeng CBD. In addition, the Vereeniging-Johannesburg commuter railway line links this residential expansion area to Sebokeng, Orange Farm and Johannesburg to the north, and to the Vereeniging CBD in the south. Logically, this transportation network will provide good accessibility and modal choice to the residents that will inhabit this residential expansion area. This makes the Lethabong and Tshepiso residential expansion area highly suitable for higher-density housing typologies (such as duplex housing and walk-ups) linked to public transportation. Higher-density housing typologies can be located at the planned railway stations of the Vereeniging-Johannesburg commuter railway line, as well as next to the K180 distributor road that is aligned through this residential expansion area. In particular, future intersections between the K180 and collector roads can be utilized for higher-density residential purposes.

Another advantage of the Lethabong and Tshepiso residential expansion area is the fact that it is currently the focus area for affordable housing development within the Emfuleni. Some of these developments are already at implementation stage, such as the Tshepiso extensions, and others are already at a detailed planning stage, such as the Lethabong extensions. The Lethabong extension will provide approximately 6000 affordable housing units once completed. The Tshepiso extension will provide approximately 4000 affordable housing units once completed. The first phase of Tshepiso yielded approximately 1500 housing units. Bulk municipal services infrastructure has already been constructed to service the Tshepiso affordable housing development.

A central characteristic of the Lethabong and Tshepiso residential expansion area is the regional open space that meanders through this area. This open space provides an opportunity to link residential development with Emfuleni's regional open space lattice. Care should thus be taken to protect this open space amenity from urban encroachment and the design of residential townships abutting this open space should avoid developing housing units that are not facing this regional open space.

Failing to do this will result in the open space becoming an area that is hidden from sight, which would most likely lead to the open space becoming a dumping area and an area that is unsafe to use as a recreational area.

## **c. Sonlandpark**

The Sonlandpark residential expansion area is located north of the K180 and basically covers the parcels of land situated west and east of Sonlandpark. This expansion area includes the Unitas Park Agricultural Holdings, which can be densified by converting these agricultural holdings into cluster housing. This expansion area is largely earmarked for the longer-term expansion of Vereeniging and Sebokeng. The K180 will be the central spine serving this residential expansion area and it will most likely be the primary road-based public transportation spine linking this residential expansion area to Sebokeng in the north and the Vereeniging CBD in the south. This public transportation spine can become the primary focus area for higher-density residential development (such as cluster housing), because of the good accessibility that this spine will provide. This land will most likely be developed with a mixture of bonded and affordable housing developments.



The existing infill sites are located between the existing residential areas of Vanderbijlpark and Vereeniging. The advantages of these sites is the fact that most of them already have access the bulk municipal services infrastructure, thus requiring only limited infrastructure development costs to develop these site for residential purposes. There are primarily 4 residential infill sites that can be identified within Emfuleni. These sites are depicted on Figure 1 and are as follows:

**a. Vanderbijlpark and Boipatong**

The undeveloped strip of land situated between Vanderbijlpark and Boipatong has long since remained undeveloped, despite it being well-located land. The development of it will contribute to a more compact and integrated urban structure and the development therefore should thus be encouraged. This infill land has good access to Westinghouse Boulevard and the road network linking this land to Boipatong and Sharpeville.

**b. Emerald Casino**

A vacant land parcel is located north of the Emerald Casino, which stretches up to the K174/R142 (Barrage Road), directly south of the Sharpeville Dam. This land is located near the Emerald Casino and the Vaal River and will most likely be developed as bonded housing. This land has access to Hendrik van Eck Boulevard and Ascot on Vaal Road, which integrates this infill land parcel sufficiently with the surrounding residential areas of Vanderbijlpark. This land parcel also has access to the emerging Secondary Urban Activity Node situated at Marco on the intersection of Barrage Road and Ascot on Vaal Road.

**c. Mantevrede Agricultural Holdings**

The Mantevrede Agricultural Holdings is situated on the P155 freeway. These agricultural holdings are under increasing pressure for conversion of cluster housing development. In essence, the urbanisation of these agricultural holdings will densify the corridor that is emerging along the P155 freeway, which contains Vanderbijlpark to the east of the freeway and Bophelong to the north of the Mantevrede agricultural holdings.

**d. Tshepong and Roshnee**

This report has indication in previous sections that there is not enough demand for urban expansion within Emfuleni to 'fill up' and consolidate development up to Tshepong and Roshnee. Consequently, no proposal is made to open up the land between Rochnee and Vereeniging. However, to obtain a measure of consolidation, it is proposed that the land that is available between Tshepong and Roshnee be filled in to obtain some consolidation in the interim. This proposed infill development is located on, and will have access to, the K57 and K11 intersection.

## **2.3 COMMERCIAL AND INDUSTRIAL DEVELOPMENT**

As depicted by the Table below, it was estimated that Emfuleni requires approximately 200ha of land for commercial and industrial development during the period 2010-2015. It requires an estimated additional 325ha of land for commercial and industrial development during the period 2015-2020. An oversupply of land is made available within Emfuleni for commercial and industrial development during these periods, simply by allowing existing, undeveloped or partly developed commercial and industrial areas to develop.

TABLE 2: INDUSTRIAL LAND ALLOCATION

Area	Year 2010-2015		Year 2010-2020	
	Need (ha)	Allocated (ha)	Need (ha)	Allocated (ha)
Industrial	200.3	623.7	325.1	500.7

Source: Urban Dynamics Gauteng, 2011

Figure 1 illustrates the land parcels within Emfuleni that are proposed for industrial development. Four commercial and industrial expansion areas are proposed within Emfuleni:

**a. Powerville**

The southernmost proposed commercial and industrial area is situated south of Powerville and constitutes the expansion of Powerville up to the Vaal River, using up all unused land within this area. Because of the existing heavy industries in Powerville, as well as the contaminate nature of the land in question, it is proposed that the extension of Powerville be made available for heavy industrial and commercial development. However, due to the proximity of this area to the Vaal River, it is stressed that the highest environmental protection measures be enforced on the industries to be developed within this area. This industrial expansion area has access the K174 (Voortrekker Road).

**b. Leeuwkuil**

Leeuwkuil is situated west of the Vereeniging CBD. It is an established industrial area, which is still largely vacant. It is proposed that the vacant industrial stands within this industrial area and vacant land within Powerville become occupied before additional land is made available for industrial and commercial development within Emfuleni. Leeuwkuil should be reserved for commercial and light industrial uses. Heavy industrial uses should be excluded from this development to avoid polluting uses next to the existing and proposed residential areas neighbouring this industrial area. The location of Leeuwkuil next to the P156 (R59) makes it suitable for commercial uses, which often require visual access from freeways. The Leeuwkuil industrial area has access to the K53 distributor road, which connects this industrial area to the Vereeniging CBD and Sebokeng.

**c. Boipatong**

The proposed Boipatong industrial area is situated within the triangle bordered by the K45 (Frikkie Meyer Boulevard), K180 (Houtkop Road) and the K178 (Boy Louw Street). These roads provide this proposed industrial area with excellent accessibility. The development of this industrial area will constitute the north eastward expansion of the Mittal industrial area, creating an industrial band stretching from the P155 (Golden Highway) to the Vereeniging-Johannesburg railway line. The proposed Boipatong industrial area can be made available for both heavy industrial uses and commercial uses.

**d. Cyferpan**

The Cyferpan industrial area is a small, proposed industrial area located on the intersection of the K178 (Boy Louw Street) and the K45 (Golden Highway). This industrial area will in future be severed by the PWV20 freeway. The part of this proposed industrial area located between the freeway and Mittal, can be used for heavy industrial and commercial uses. The part of this industrial area located

between the PWV20 freeway and the K178 should be used for commercial and light industrial uses to enable a better interface between this proposed industrial area and Sebokeng. Both these portions will have access to the K45 (Golden Highway).

The proposed commercial and industrial areas are aimed at generating employment opportunities in the Emfuleni region and thereby reducing the need for Emfuleni residents to travel large distances to access such employment opportunities in other parts of Gauteng. Allowing these industrial areas to develop will also help alleviate the pressure for industrial and commercial development and the need for industrial and commercial land within Emfuleni. It will also focus industrial and commercial development in specific areas and in this manner address the currently problem in the Study Area whereby small holding owners are applying for industrial and commercial in part of the Study Area that diminishes the aesthetic and environmental qualities of the municipal area. If such a scattered industrial pattern on agricultural holdings were to be encouraged or even allowed, it will negatively impact on future residential expansion within the Study Area, as well as the ability of the municipal area to promote other industries within the Study Area, such as tourism.

## 2.4 NODAL DEVELOPMENT

To ensure the viability of proposed business activities within Emfuleni, it is important to (a) link the business areas proposed for the Study Area to the Land Use Budget, and (b) develop a retail hierarchy to ensure the orderly and logical development of retail facilities within the Study Area. **The Table below provides a list of the proposed business nodes and the retail and office space that can be supported by Emfuleni within each of these nodes.**

TABLE 3: PROPOSED RETAIL AND OFFICE FLOOR AREA ALLOCATION (2010-2020)

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m <sup>2</sup>	ha	m <sup>2</sup>	ha	m <sup>2</sup>
<b>Vanderbijlpark CBD</b>	<b>Municipal</b>	<b>65.0</b>	<b>260052</b>	<b>65.0</b>	<b>260052</b>	<b>0.0</b>	<b>0</b>
Retail (0% of total)		50.0	200040	50.0	200040	0.0	0
Private Office (0% of total)		15.0	60012	15.0	60012	0.0	0
<b>Vereeniging CBD</b>	<b>Municipal</b>	<b>132.8</b>	<b>531284</b>	<b>132.8</b>	<b>531284</b>	<b>0.0</b>	<b>0</b>
Retail (0% of total)		102.2	408680	102.2	408680	0.0	0
Private Office (0% of total)		30.7	122604	30.7	122604	0.0	0
<b>Sebokeng CBD</b>	<b>Municipal</b>	<b>26.9</b>	<b>107562</b>	<b>10.3</b>	<b>41180</b>	<b>16.6</b>	<b>66382</b>
Retail (30% of total)		24.1	96499	10.3	41180	13.8	55319
Private Office (20% of total)		2.8	11064	0.0	0	2.8	11064

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m <sup>2</sup>	ha	m <sup>2</sup>	ha	m <sup>2</sup>
<b>Bedworthpark</b>	<b>Regional</b>	<b>14.0</b>	<b>56130</b>	<b>10.6</b>	<b>42300</b>	<b>3.5</b>	<b>13830</b>
Retail (0% of total)		10.6	42300	10.6	42300	0.0	0
Private Office (25% of total)		3.5	13830	0.0	0	3.5	13830
<b>Boipatong</b>	<b>Regional</b>	<b>5.3</b>	<b>21205</b>	<b>0.0</b>	<b>0</b>	<b>5.3</b>	<b>21205</b>
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
<b>Evaton</b>	<b>Regional</b>	<b>12.4</b>	<b>49551</b>	<b>6.4</b>	<b>25580</b>	<b>6.0</b>	<b>23971</b>
Retail (10% of total)		11.0	44020	6.4	25580	4.6	18440
Private Office (10% of total)		1.4	5532	0.0	0	1.4	5532
<b>Mantevrede</b>	<b>Regional</b>	<b>21.4</b>	<b>85603</b>	<b>14.0</b>	<b>56100</b>	<b>7.4</b>	<b>29503</b>
Retail (10% of total)		18.6	74540	14.0	56100	4.6	18440
Private Office (20% of total)		2.8	11064	0.0	0	2.8	11064
<b>Residentia</b>	<b>Regional</b>	<b>5.3</b>	<b>21205</b>	<b>0.0</b>	<b>0</b>	<b>5.3</b>	<b>21205</b>
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
<b>Roshnee</b>	<b>Regional</b>	<b>5.3</b>	<b>21205</b>	<b>0.0</b>	<b>0</b>	<b>5.3</b>	<b>21205</b>
Retail (10% of total)		4.6	18440	0.0	0	4.6	18440
Private Office (5% of total)		0.7	2766	0.0	0	0.7	2766
<b>Sonlandpark</b>	<b>Regional</b>	<b>10.6</b>	<b>42411</b>	<b>0.0</b>	<b>0</b>	<b>10.6</b>	<b>42411</b>
Retail (20% of total)		9.2	36879	0.0	0	9.2	36879

Node	Node Classification	Allocation 2010-2020		Existing 2010		Available 2010-2020	
		ha	m <sup>2</sup>	ha	m <sup>2</sup>	ha	m <sup>2</sup>
Private Office (10% of total)		1.4	5532	0.0	0	1.4	5532
<b>Three Rivers</b>	<b>Regional</b>	<b>16.9</b>	<b>67704</b>	<b>16.9</b>	<b>67704</b>	<b>0.0</b>	<b>0</b>
Retail (0% of total)		13.0	52080	13.0	52080	0.0	0
Private Office (0% of total)		3.9	15624	3.9	15624	0.0	0
<b>Total</b>		<b>316.0</b>	<b>1263914</b>	<b>256.1</b>	<b>1024200</b>	<b>59.9</b>	<b>239714</b>
Retail		252.6	1010355	206.5	825960	46.1	184395
Private Office		63.4	253559	49.6	198240	13.8	55319

Source: Urban Dynamics Gauteng, 2011

Figure 1 illustrates the location of the exiting and proposed municipal and regional business nodes identified within Emfuleni. A total of 3 municipal business nodes exist within Emfuleni. These municipal business nodes comprise the existing Vanderbijlpark CBD, the existing Vereeniging CBD and the emerging Sebokeng CBD. The retail and office space existing within the Vanderbijlpark CBD and the Vereeniging CBD is deemed sufficient, so no additional retail and office space is provided. However, an additional 55,319m<sup>2</sup> of retail space and 11,064m<sup>2</sup> of office space is allocated to the Sebokeng CBD to further strengthen this emerging Central Business District.

A total of 8 regional business nodes have been identified within Emfuleni, of which 3 nodes are newly proposed nodes: Sonlandpark, Boipatong and Roshnee.

Retail and office space has been allocated to each of these nodes in accordance with the needs of the surrounding urban environment, the nature of its potential consumer base, and the location characteristics of each node. Based on these nodal characteristics, the following regional business nodes need mention:

**a. Sonlandpark node**

This node is located on the urban corridor proposed along the Vereeniging-Johannesburg commuter railway line. Thus, creating a node with a substantial retail and office component can greatly contribute to the establishment of this corridor. A total 36,879m<sup>2</sup> of retail space and 5,532m<sup>2</sup> of office space is allocated to the Sonlandpark node.

**b. Bedworthpark node**

This node not only serves the surrounding residential areas, such as Sharpeville, but it also functions as a 'gateway' into the Vanderbijlpark area via the K174 (Barrage Road). A large office component was therefore provided to fully utilize the 'entrance' characteristics of this node. An additional 13,830m<sup>2</sup> of office space is allocated to the Bedworthpark node, which can be allocated along Barrage Road. No addition retail

space is allocated to this node due to the large retail centres already existing within this node.

**c. Evaton node**

This node has the potential to increase its role in serving the northern parts of Sebokeng and Evaton. It is therefore proposed that this node be significantly strengthened. An additional 18,440m<sup>2</sup> of retail space and 5,532m<sup>2</sup> of office space is allocated to the Evaton Node.

In addition to the above, it is recommended that the granting of additional retail space within Emfuleni also be done based on the recommendations of a detailed retail study that accompanies each individual application for retail rights within the Study Area. In turn, such a detailed retail study must be conducted in a manner that adheres to the objectives and guidelines set out in this Emfuleni SDF, especially with regard to the distribution of retail space between the various nodes. In other words, a single node should not be allocated a disproportionate amount of retail space that would be to the detriment of other nodes.

## 2.5 THE RIVER CITY CONCEPT

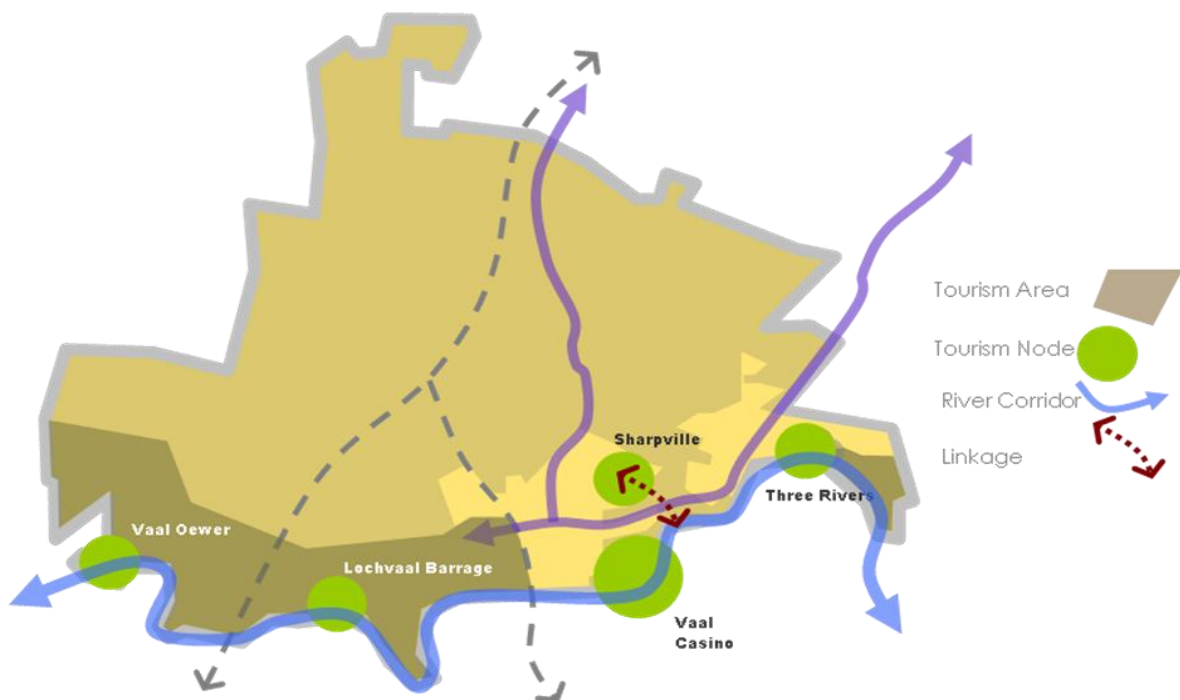


DIAGRAM 4: RIVER CONTEXT



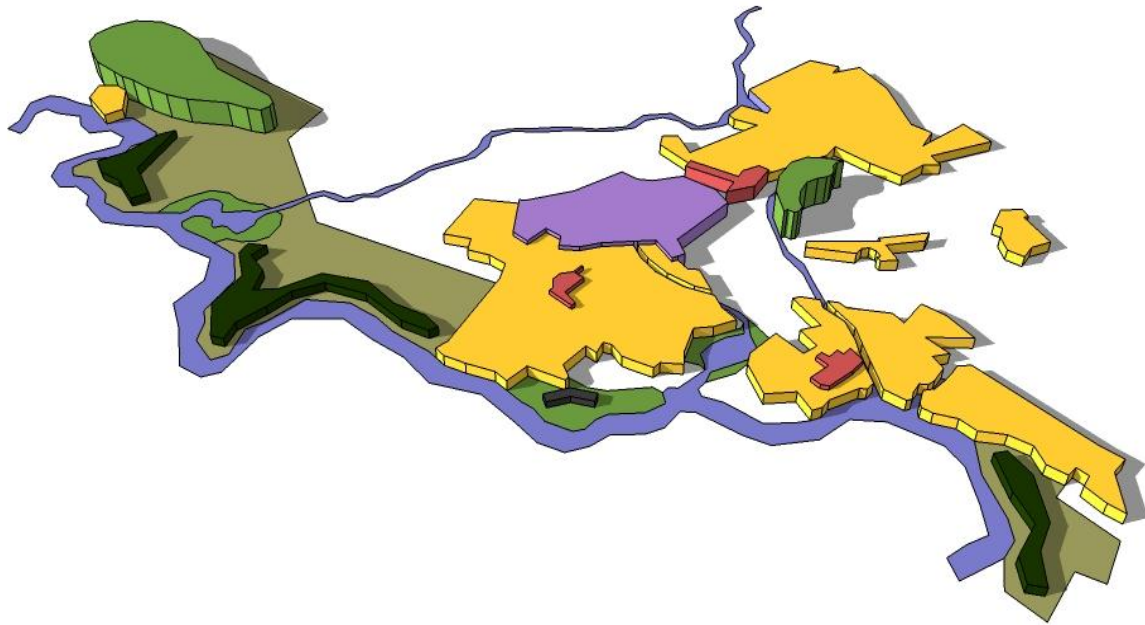


FIGURE 2: RIVER CITY

A growing body of literature in cities indicates that great cities successfully fulfils the biological needs of its inhabitants, and provides a safe environment for their activities. Better planned cities allow people of all ages and background to gain the activities, resources, services, and information that they need. A city with good control is arranged so that its citizens have a say in the management of the spaces in which they work and reside. Cities try to lure investment with an array of features: low tax rates, improved transportation and utility infrastructure, cheap land, and skilled labor force. Amenities such as climate, proximity to recreation, parks, elegant architecture, and cultural activities influence the location decisions of businesses and individuals.

Emfuleni Local Municipality's is increasingly assuming the status of a budding city exemplified by developmental complexities inherent in cities characteristic of developing economies such as high level of unemployment, increased urbanization without concomitant industrialization and significant income inequalities. However, the municipality's combined effects of its natural endowment and historical heritage have carved an important economic/market niche that gives it an edge over other localities in Gauteng Province. First, the municipality's physical landscape is predominantly structured by continuous natural watercourses (spruits) which empty their content into Vaal River which constitutes the former's municipal boundary. These alignments of the watercourses define uninterrupted greenbelts linked directly to the southern bound Vaal River. These greenbelt continuums provide the municipality with ample opportunities to develop recreational open spaces with scenic, conservancy and tourism value needed to generate greater business opportunities and employment. Second, the municipality also consists of places/sites associated with anti-apartheid struggles/uprisings including the Sharpeville massacres in the 1960s. The potential advantages of natural endowment and human rights heritage sites can be combined to give great impetus to attempt to promote tourism industry to its fullest potential in Emfuleni.

The concept of river city is derived directly not only from the fact that Emfuleni is bordered by the Vaal River to the south but also that its landscape is spatial structured by significant number of north-south bound rivulets/streams. Vaal River bestows the river city image on Emfuleni in its uniqueness in Gauteng Province. Not all river cities are the same since each

river city's form and value is a function of physical and economic factors impacting on it. In addition, to opportunities being presented by greenbelts as indicated above, Vaal River environment ideal for business node accommodating certain land uses (restaurants, music concerts, water related sports activities and recreational related purposes) to provide impetus to movements calculated at achieving a fully-fledged river city. The concept will be refined comprehensively in the SDF document currently under review.

## 2.6. HUMAN SETTLEMENT

### Level of services:

Stands in housing projects are individually serviced with water and a water-borne sewer system. Co-ordination is also done timeously with Council's Electrical Department to ensure the installation of an electricity network in all the projects. The arrangement is that installation of the electrical network commences once 80% of the houses has been occupied.

Project	2009/2010 Delivery	2010/2011 Delivery
Tshepiso North Ext 4	-	1000
Boipatong (Rectification)	-	13
Boipatong (Completion)	75	149
Lakeside Ext 4	36	-
Tshepong Proper	-	1000
Tshepiso Proper		754
Tshepiso North Ext 1	91	87
Tshepiso South Ext 1	-	254
Tshepiso North Ext 3	709	313
Sebokeng Ext 24	358	-
Johandeo	147	-
Lakeside Proper	-	7
Boipatong (Backyards)	190	-

### Delivery of structures (houses) 2009/2010 vs 2010/2011

#### Informal Structures Backlog:

The informal structure backlog is estimated to be in the region of ±10 000 units representing people living in informal settlements, as set out in the table below:

#### Informal Settlement Statistics:

Name of Informal Settlement	Number of units	Ownership of land
Bioketlong (Quaggasfontein)	4 374	Private land

Name of Informal Settlement	Number of units	Ownership of land
Cape Gate	324	Municipal land
Bophelong (Chris Hani)	709	Municipal land
Garage	119	Municipal land
Ironsyde industry	665	Municipal land
Lybia	393	Municipal land
New Village	381	Municipal land
Vereeniging old Hospital	300	Government land
Sonderwater	1 300	Municipal and Government land
Polomiet	83	Municipal land
Sebokeng Ext 24	227	Municipal land
Tshepiso North Ext 3 (containers)	137	Municipal land
Soul City	288	Municipal land
Sebokeng Zone 17	233	Municipal land
Sebokeng Zone 7	103	Municipal land
Sebokeng Zone 12 ext 1	78	Municipal land
Sebokeng Zone 21	220	Municipal land
Waterdale	97	Municipal land
Winnies Park	38	Municipal land
Tshepiso Taxi Rank	209	Municipal land
Boipatong Informal settlement	102	Municipal land
Power park	96	Municipal land
Barrage	214	Private land
Vaaloewer	90	Private land
Lochvaal	30	Private land
<b>TOTAL</b>	<b>10 810</b>	

#### Land availability:

Council-owned land and private owned land, suitable for housing projects, is inadequate and, in most cases, land must be purchased from private land owners. This delays the planning and implementation of new housing projects. The following diagram represents the land identified for future development:

*Land identified for future development:*

Project	Description of land	Size of land	Ownership
Houtkop	Portion 116 of the farm Houtkop 594 IQ	52,0226 hectares	Government
Vaaloewer	Portion 40 of the farm Zeekoeifontein 573 I.Q.	5.1968 hectares	Private
Johandeo	Portions 12, 13, 15, 32, 110, Holding 1 -20 of the farm Rietkuil 554 I.Q.	476.24 hectares	Private land
Johandeo Ext	Portion 11, Portion 13 (SW section) of the farm Rietkuil 554 I.Q.	137,47 hectares	Government and private property
Evaton West	Portions of land	Infill project	Emfuleni Local Municipality
Unitas Park	Portion 156 and 203	339.4328 hectares	Private land
Kaalplaats	Portion 34 of the farm Kaalplaats 577 IQ.	195 morgen	Private land
Cyferpan	Portions 6 – 16 of the farm Cyferpan 549 IQ.  Portion 27, 28, 4, 40 of the farm Quaggasfontein 548 I.Q.  Portion 14 of the farm Rietspruit 535 IQ.Q		Private land
Sonderwater	Portion 23, 7 of the farm Rietspruit 535 I.Q.	11.93 hectares	Private land
Rust-ter-Vaal	Portion 21 of the farm Damfontein 541 IQ.Q	176.66 hectares	Local Authority

***Land invasions:***

Land invasions in Council's area of jurisdiction are one of the major stumbling blocks regarding the provision of housing. It is a well-known fact that the Premier of Gauteng envisages the eradication of all informal settlements by 2014. This will only be possible if drastic measures are put into place to contain further squatting.

*The following should be noted:*

Land invasions are taking place in or near the vicinity of identified housing projects. The approval of a service provider is needed to assist the Council with the immediate stoppage of illegal occupancy of houses and illegal invasion of land.

*The following examples can be cited in this regard:*

- Ironsyde Industrial informal settlement (adjacent to Tshepong)
- Boiketlong/Quaggasfontein – Private owned land – Informal settlement
- Vaaloewer – On the urban edge
- Barrage – Private owned land – Informal settlement
- Old Vereeniging Hospital – State land – Informal occupation of building on land

## **CHAPTER 3**

### **3. GOVERNANCE AND FINANCE**

#### **3.1 GOVERNANCE STRUCTURE**

##### **Governance Structure**

Municipal council's role is to perform legislative and executive functions. The key role of the Council is to focus on legislative, participatory and oversight roles. Council delegated its executive function to the Executive Mayor and the Mayoral Committee. Council's principal and most substantive role is that of a lawmaker. The Speaker of the Council and the Chief Whip are from the ANC. The other key role is to debate issues publicly and to facilitate debate and discussion.

The structure below shows Emfuleni Local Municipality political and administrative composition. The top part depicts the Council, Mayoral Committee and senior management team.

##### **Council**

Emfuleni Council is composed of 89 Councillors of which 64 are from ANC, 21 = DA, 1 = PAC, 1 = COPE, 1 = APC and 1 = Freedom Front.

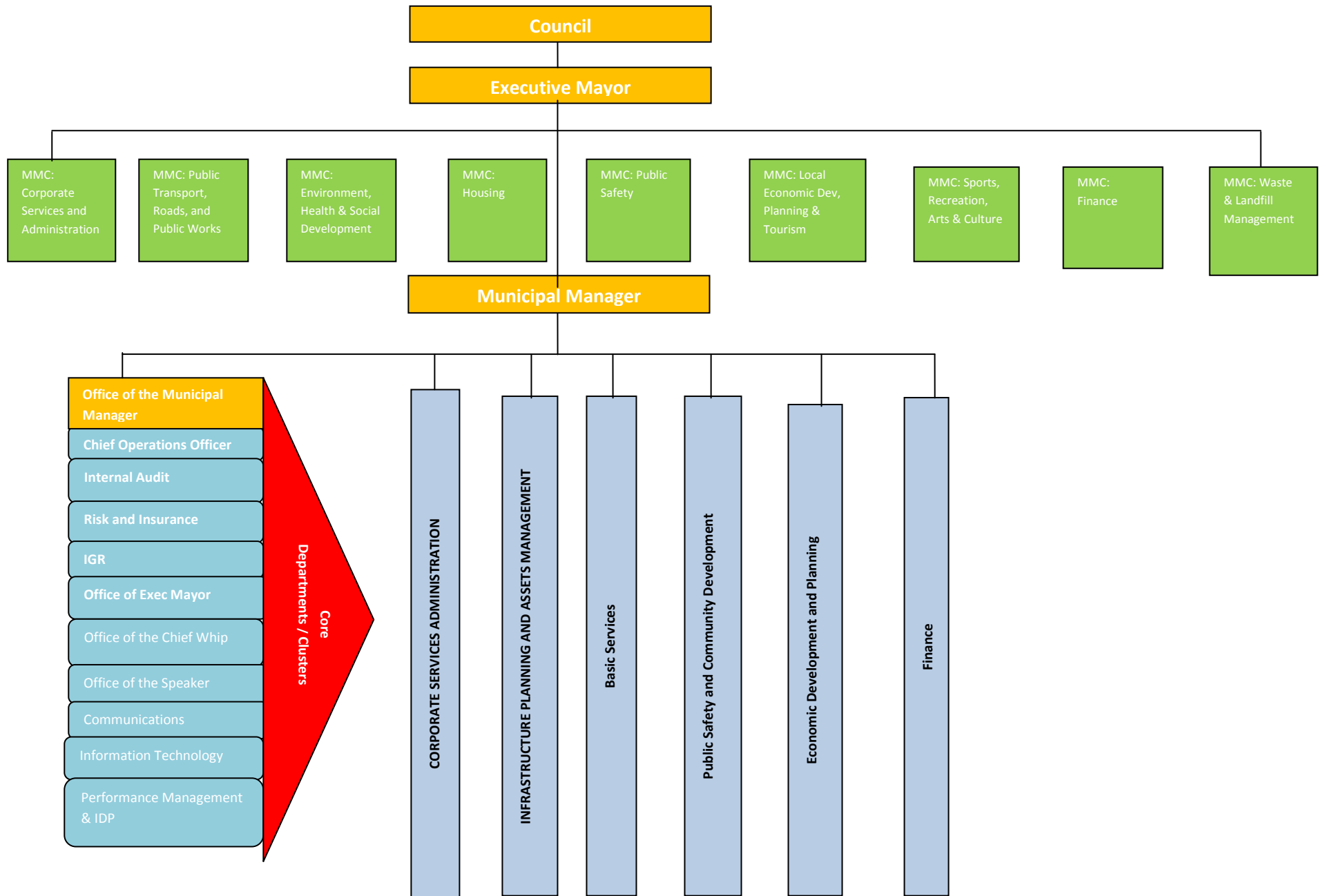
##### **Mayoral Committee**

The composition of MAYCO is as follows: All 10 members are from the ANC.

##### **Section 56**

There are three vacancies exist in the senior management team (section 56). The posts are in the process of being filled. Interviews were conducted and the successful candidates are anticipated to resume their duties on the 01 July 2012.

The organogram below shows the governance model:

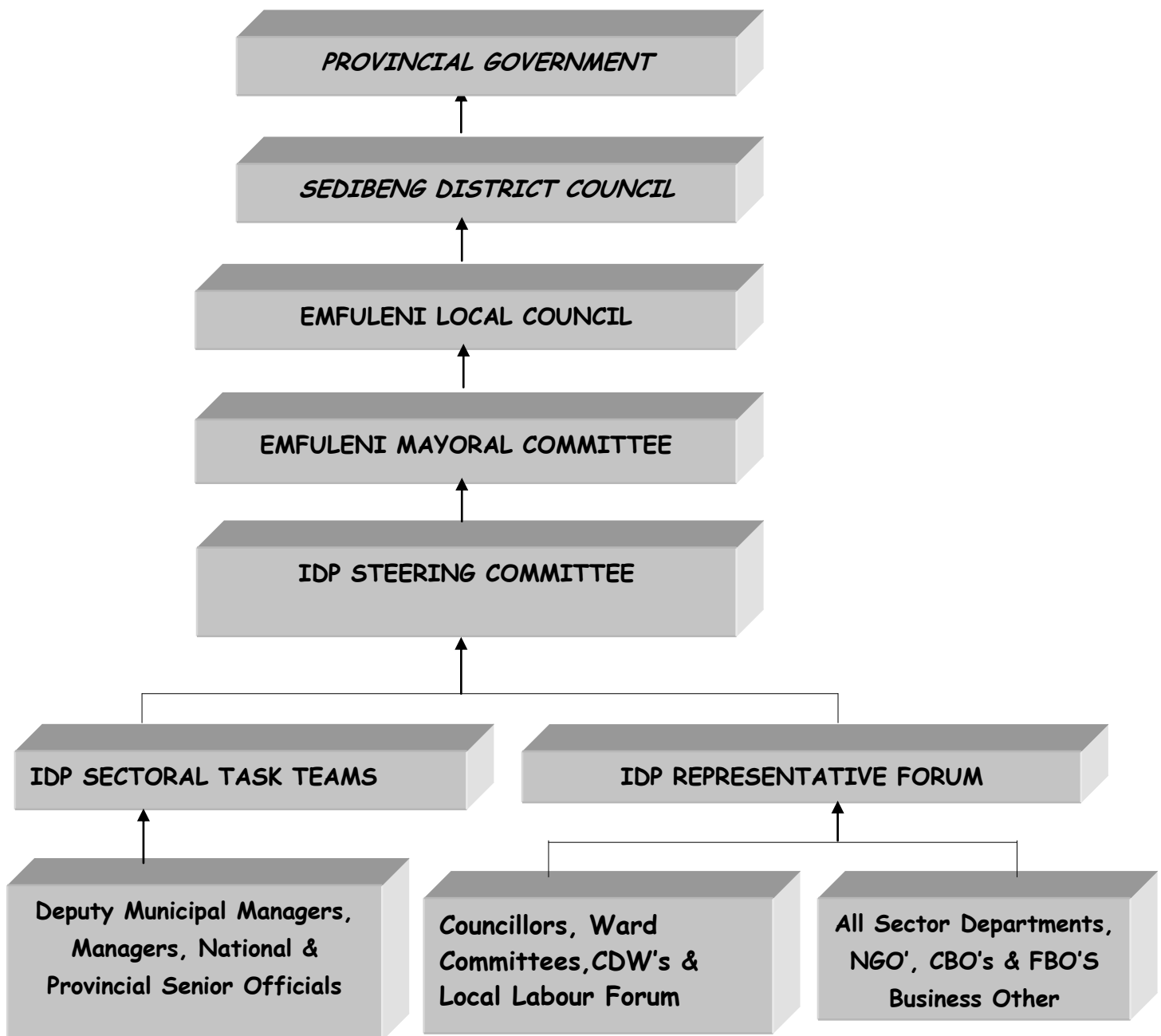




### 3.2 IDP REVIEWED PROCESS PLAN

The preparation of the Process Plan has been regulated in the Local Government Municipal Systems Act, 2000 (Act 32 of 2000). Chapter 5 and Section 28(1) and 29 indicate that, each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

#### 3.2.1 Implementation Structure



### 3.2.2 PARTICIPANTS IN THE IDP PROCESS

As mentioned before, the integrated development planning process is participatory in nature and requires input from various role-players, namely:

ROLE PLAYERS	RESPONSIBILITIES
<b>PROVINCIAL GOVERNMENT</b>	<ul style="list-style-type: none"> <li>• Guide municipal integrated development planning process and requirements in terms of the most critical issues to be addressed, Provincial strategies, policies and programme and resource availability, legal requirements, and the need for Coordinated municipal and provincial integrated development and sector planning</li> <li>• Co-ordinate municipal integrated development planning, budgeting and implementation processes between Municipalities and between provincial and municipal sector planning, budgeting and implementation processes.</li> <li>• Support municipalities with integrated development planning, sector planning and integration of municipal actions with those of other spheres of government</li> <li>• Monitor the extent to which all the required and desired actions take/took place in the required format, as well as the contribution of the various (municipal and provincial) role players to the achievement of shared developmental objectives</li> </ul>
<b>SEDIBENG DISTRICT MUNICIPALITY</b>	<ul style="list-style-type: none"> <li>• Ensures horizontal alignment of the IDP's of the local municipalities in the district council area</li> <li>• Ensures vertical alignment between district and local planning;</li> <li>• Facilitate vertical alignment of IDP's with other spheres of government; and- preparation of joint strategy workshops with local municipalities, provincial and national role players.</li> </ul>
<b>COUNCIL AND MAYORAL COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Provide clear and accountable leadership and development direction;</li> <li>• Develop cooperative relationships with stakeholders and communities;</li> <li>• Monitor the performance of municipal officials.</li> <li>• Approve Process Plan, Budget and IDP</li> <li>• Monitor the implementation of the budget and IDP through SDBIP</li> </ul>
<b>EXECUTIVE MAYOR</b>	<ul style="list-style-type: none"> <li>• Responsible for the overall management, co-ordination and monitoring of the whole process of the IDP Process</li> </ul>

ROLE PLAYERS	RESPONSIBILITIES
	<ul style="list-style-type: none"> <li>• Chairs the IDP Steering Committee and Representative forum.</li> <li>• Chairs the Budget Steering Committee meetings.</li> </ul>
<b>SPEAKER</b>	<ul style="list-style-type: none"> <li>• Coordination of the community public participation</li> <li>• Mobilise the involvement of all stakeholders in the IDP Process</li> <li>• Coordinate the involvement of Councillors, CDW's, Ward Committee to participate in the IDP Program</li> </ul>
<b>COUNCILLORS, WARD COMMITTEES &amp; CDW's</b>	<p><b>Councillors:</b></p> <ul style="list-style-type: none"> <li>• Play a leading role in the IDP process.</li> <li>• Represents their constituency's needs and aspirations.</li> <li>• Mobilise community to participate in the IDP Process</li> </ul> <p><b>The role of the Ward Committee is to:</b></p> <ul style="list-style-type: none"> <li>• Identify the critical issues facing its area.</li> <li>• Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government.</li> <li>• Form a structure links between the IDP Representative Forum and the community of each area; and</li> <li>• Monitor the performance of the planning and implementation process concerning its area.</li> </ul> <p><b>CDW's role is to:</b></p> <ul style="list-style-type: none"> <li>• Assist communities with their needs and with the necessary information on what government is doing.</li> <li>• Provide information regarding the government work taking place in communities. They remain accountable to Councillors.</li> <li>• Link the communities with government services and relay community concerns and problems back to government structures.</li> <li>• Improve government-community networks.</li> </ul>
<b>MUNICIPAL MANAGER</b>	<ul style="list-style-type: none"> <li>• Responsible for the day to day management of the planning process under consideration of time, resources, community and ensuring that involvement of all different role players, especially officials.</li> </ul>

ROLE PLAYERS	RESPONSIBILITIES
<b>/ IDP MANAGER</b>	<ul style="list-style-type: none"> <li>• Prepare the process plan.</li> <li>• Ensures that timeframes are being adhered to,</li> <li>• Ensures that the planning process is horizontally and vertically aligned and complies with national and provincial requirements.</li> <li>• Ensures that conditions for participation are being met.</li> <li>• Ensure that the planning outcomes are being documented</li> <li>• Management of consultants</li> </ul>
<b>MUNICIPAL OFFICIALS</b>	<ul style="list-style-type: none"> <li>• Provide technical and expert input into sector plans and IDP.</li> </ul>
<b>IDP TASK TEAM</b>	<ul style="list-style-type: none"> <li>• Facilitate the IDP process.</li> <li>• Review analysis, strategies, identify projects and integrate the plans or programmes.</li> <li>• Continuously liaise with the Steering Committee.</li> <li>• Provide technical and expert input into sector plans and IDP.</li> </ul>
<b>IDP STEERING COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Provide terms of reference for various planning activities.</li> <li>• Commissions research studies.</li> <li>• Consider and comments on: <ul style="list-style-type: none"> <li>- Inputs from sub-committees, study teams and consultants.</li> <li>- Inputs from provincial sectors departments &amp; service providers.</li> </ul> </li> </ul>
<b>IDP REPRESENTATIVE FORUM</b>	<ul style="list-style-type: none"> <li>• Stakeholders represent the interest of their constituents in the IDP process.</li> <li>• Forms a structured link with the municipality.</li> <li>• Ensure communication between all the stakeholders' representatives</li> <li>• Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government, and</li> <li>• Monitor the performance of the planning and implementation process.</li> </ul>

### 3.2.3 EMFULENI LOCAL MUNICIPALITY IDP / BUDGET SCHEDULE

Date Required	Task/Action	Responsible person	Participants	Time Schedule
<b>June to July 2011</b>	Prepare IDP & Budget Process	IDP Manager/ Manager Budget	Senior Management	June - 2011
	Table the draft IDP Process Plan 2012/13	IDP Manager and Budget Manager	Senior Management	July - 2011
	Table the IDP & Budget Process Plan 2012/2013	MMC : Corporate Services	Mayoral Committee	July - 2011
	Table the IDP & Budget Process Plan 2012/2013	IDP and Budget Managers	IDP Steering Committee	July - 2011
	Preparation of the schedule outlining key deadlines for tabling and approval of the annual budget	Budget Manager	Accounting Officer, DMM's, CFO, COO & CAE	July - 2011
<b>August to September 2011</b>	<b>Tabling the IDP &amp; Budget Process Plan 2012/2013</b>	<b>Executive Mayor</b>	<b>Council</b>	<b>August -2011</b>
	Review the Municipal Demographic Profile and conduct municipal wide analysis	IDP Manager	All clusters	August -2011
	Interaction with District and Provincial Department for alignment purposes	All Managers	All Clusters	August-2011

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Coordination of Public Participation Meetings	Speaker's, Mayor's & IDP Office	Public Participation Meetings (All Councillors, Senior Officials and Community)	September - 2011
	Presentation of IDP Analysis Phase	IDP Manager	IDP Steering Committee	September-2011
	Presentation of IDP Analysis Phase	Executive Mayor	IDP Representative Forum	September 2011
<b>October 2011</b>				
	Strategic retreat that will allow Mayoral Committee and Senior Management to review vision, mission and ELM strategies	Executive Mayor	Mayoral Committee, Speaker, Chief whip, Representatives of other Political parties and Senior Management	October - 2011
	Presentation of IDP Strategies Phase	IDP Manager	Senior Management	October 2011
	Presentation of IDP Strategies Phase	IDP Manager	IDP Steering Committee	October 2011
	Budget Steering Committee  Evaluation of implementation of the Budget for the 1 <sup>st</sup> quarter.	Executive Mayor	IDP & Budget Steering Committee	October - 2011
	Preparation and submission of cost centre operational plans to departments	Departmental Managers	Cost Centre Managers, Departmental Managers	October - 2011

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Preparation and submission of departmental operational plans to clusters	Departmental Managers	Cost Centre Managers	October - 2011
	Consolidate departmental operation plans	Deputy Municipal Manager	Departmental Managers	October - 2011
	Preparation and submission of cluster operational plans to the Accounting Officer	Budget Manager	Accounting Officer, DMM's, CFO, COO & CAE	October - 2011
<b>November to December 2011</b>	Review of tariff and user charges policy	Executive Mayor	Accounting Officer, DMM's, CFO, COO & CAE	November -2011
	Submission of adjusted operational plans to the CFO/Budget Office	All Managers	All Clusters	November -2011
	Distribution of budget worksheets	Budget Manager	All Managers	November -2011
	Preparation and submission of completed budget worksheets to Budget Office	Deputy Municipal Managers, CFO, COO & CAE	All Managers	November – 2011
	Gauteng Finance Indaba: High-level dialogue on planning/budgeting, and monitoring/evaluation for 2011/12 and beyond			November - 2011
	Budget adjustment re-alignment with IDP	IDP & Budget Managers	Mayoral Committee, Senior Management & All Managers	November - December 2011

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Budget Steering Committee – adjustment budget	Executive Mayor	Accounting Officer, DMM's, CFO, COO & CAE	December -2011
	Tariffs table to Council for approval	Executive Mayor	Council	December -2011
<b>January 2012</b>	Preparation of draft capital budget	Deputy Municipal Manager : IPAM	PMU, Budget and IDP Managers	January - 2012
	Mid -Year Budget and Performance assessment	CFO & Specialist : Performance Management	Accounting Officer, DMM's, CFO, COO & CAE	January - 2012
	<b>Approval of Adjustment Budget</b>	<b>Executive Mayor</b>	<b>Council</b>	<b>January - 2012</b>
<b>February to March 2012</b>	Prioritisation of projects	All Managers	Officials and Stakeholders	February - 2012
	Integration Phase	IDP Manager	All Clusters	28 February - 2012
	Mayoral Lekgotla	Executive Mayor	Mayoral Committee, Speaker, Chief whip, Senior Management and Deputy Municipal Managers	February - 2012



Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Budget Steering Committee 2012/13 budget preparation	Executive Mayor	Mayoral Committee, Speaker, Chief whip, Accounting Officer, Senior Management and Deputy Municipal Managers	February - 2012
	Tabling of Draft IDP and Budget	IDP & Budget Managers	IDP Steering Committee	March - 2012
	<b>Tabling of draft IDP and Budget</b>	<b>Executive Mayor</b>	<b>Council</b>	<b>31 March - 2012</b>
<b>April, May &amp; June 2012</b>	Coordination of Public Participation meetings	Speaker's, Mayor's & IDP Office	Public Participation Meetings (All Councillors, Senior Officials and Community)	April 2012
	Consolidated report from public participation	IDP and Mayor 's office	Mayor's, Speaker's, Budget and IDP office	April - 2012
	Review of budget and amendments taking into account submissions from public consultation processes	IDP & Budget Managers	Accounting Officer, DMM's, CFO, COO & CAE	April - 2012
	Tabling of the final IDP and Budget	IDP & Budget Managers	IDP Steering Committee	April - 2012
	Tabling of the final IDP & Budget	Executive Mayor	IDP Rep Forum	April - 2012
	<b>Tabling of the Final IDP&amp; Budget</b>	<b>Executive Mayor</b>	<b>Council</b>	<b>May - 2012</b>

Date Required	Task/Action	Responsible person	Participants	Time Schedule
	Submit Final IDP to the MEC for commenting purposes	Accounting Officer	IDP Office	June - 2012
	Drafting of SDBIP's and performance agreements	Specialist : Performance Management	Accounting Officer, DMM's, CFO, COO & CAE	June 2012 or 14 days after the approval of budget
	Approval of SDBIP's	Executive Mayor	Accounting Officer	June 2012 or 28 days after the approval of the budget
<b>July 2012</b>	Make public the performance agreements of the municipal manager and other Section 56 managers	Executive Mayor	Accounting Officer, DMM's, CFO, COO & CAE	July 2012 or 14 days after approval of SDBIP's

### 3.3 FINANCIAL VIABILITY

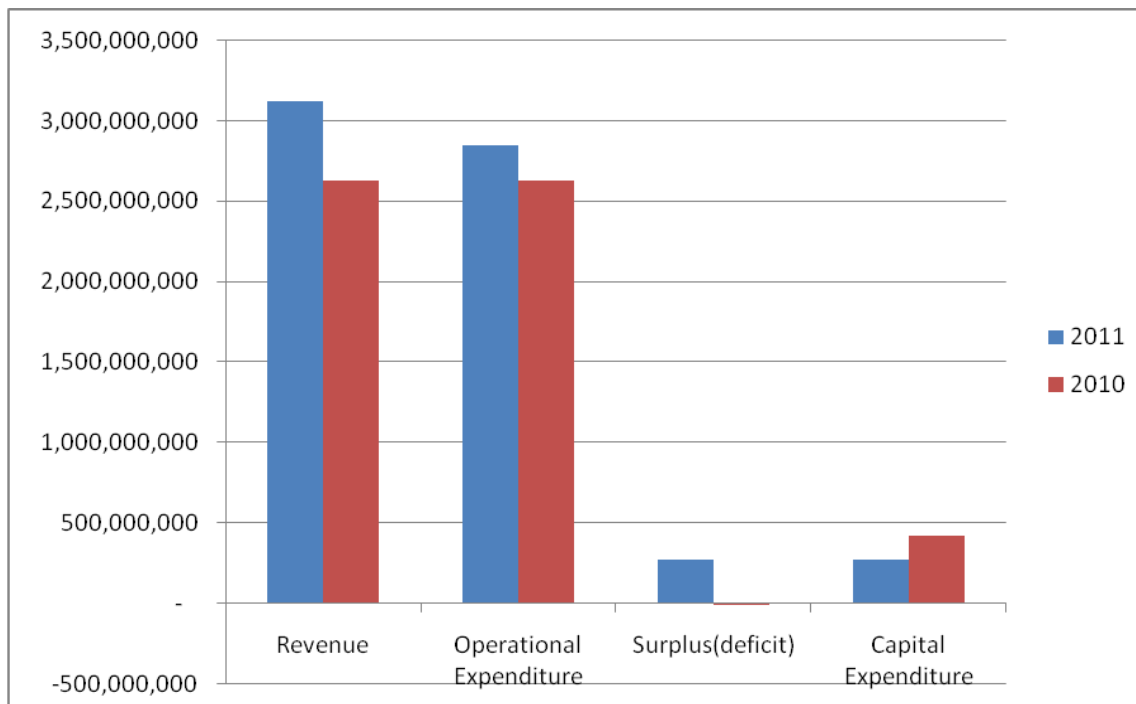
#### 3.3.1. Summary of 2012-13 Budget

REVENUE SOURCE	ADJUSTED BUDGET	
	2011 / 2012	BUDGET 2012 / 2013
Electricity Sales	1.3 Billion	1.4 Billion
Grants	844 Million	907 Million
Water Sales	553 Million	635 Million
Assessment Rates	343 Million	381 Million
Sewer	220 Million	289 Million
Pre-paid Electricity	192 Million	231 Million
Refuse Removal	98.9 Million	105 Million
Other Income	169 Million	80 Million
Tariff Charges Other	25 Million	50 Million
Fines	26 Million	32 Million
<b>Total</b>	<b>3.7 Billion</b>	<b>4.2 Billion</b>

#### 3.3.2 Summary of 2012-13 Capital Budget

PROGRAMS	2012/2013 AMOUNT
INFRASTRUCTURE, PLANNING & ASSET MANAGMENT	9.2 Million
ELECTRICITY	109 Million
ROADS AND STORMWATER	38 Million
WASTE MANAGMENT	35 Million
WATER AND SANITATION	83 Million
PARKS AND CEMETRIES	19.7 Million
SPORTS AND RECREATION	36 Million
LIBRARIES	8 Million
TRAFFIC AND MUNICIPAL COURT	32 Million
<b>TOTAL</b>	<b>370 Million</b>

### 3.3.3 Financial Performance Highlights



#### Revenue

The reported revenue was R3.1 billion for the current financial year up from R2.6 billion in 2010; this represented an increase of 19% mostly driven by annual tariff increases on service charges as well as an increase in the government grants and subsidies received.

#### Expenditure

The operational expenditure increased by 7.6% when compared to the previous financial year, better expenditure management mechanism was introduced to contain the expenditure within the budget. The cost of bulk purchases continued to escalate significantly in the financial year under review. This resulted in the municipality operating under stringent cash flow constraints, particularly in the first quarter when tariff increases became effective, compounded by the winter tariffs. All major creditors and fixed commitments such as Eskom, Rand Water, payment of salaries, and lease commitments and loan repayments were paid on time. The municipality reported a surplus of R275 million which was favourable when compared to the R-3 million deficit reported for 2010(restated).

The capital expenditure was lower than the previous year by R145 million. The decrease resulted from withdrawal by municipality to fund certain projects out of its operational income in the 2010/2011 financial year which was due to the cash flow situation. Business plans were submitted to fund these projects out of Municipal Infrastructure Grant (MIG) funding from National Treasury

### 3.3.4 Financial Position highlights

	Current Assets	Non-Current Assets	Current Liabilities	Non-Current Liabilities	Retained Income
	R'000	R'000	R'000	R'000	R'000
2011	443	2 606	544	326	2 179
2010	315	2 522	619	411	1 806
R +(-)	128	84	-75	-85	373
% +(-)	41%	3%	-12%	-21%	21%

#### Current Assets

- A significant movement in the current assets is due to the increase in net consumer debtors and other receivables by R130 million and R39 million respectively.
- The municipality continued to experience collection challenges in the 2010/11 financial year which impacted the cash flow negatively, in order to manage the situation a service provider was contracted to review the revenue and debt management processes, improve the collection matrix and to collect outstanding debt on the top 600 consumers of which more than R20 million was collected due to this intervention. Out of the total amount outstanding, 80% is categorized as residential which is a challenge due to local economic conditions and high unemployment rate in the Emfuleni area.
- The municipality approved the proposal by provincial government to restructure the non performing portion of the debtor's book as a measure to enhance collection and to reduce the debtors' book value to an acceptable level. Significant progress has been made in this regard and the process will be finalised in the next financial year.
- The year ended with the Municipality having cash resources totalling R124 million of which R106 million was ring fenced for grant funded projects and R18 million for operational purposes.
- The current ratio improved from 0.51 to 0.81

#### Non-Current Assets

- The increase is due to property, plant and equipment (PPE) acquisitions during the financial year as well as the newly identified assets during the GRAP 17 project. The aim of the project was to reconstruct the assets register. The project was successful and well carried out, investment property was separately disclosed; intangible assets were identified, useful lives of assets reviewed and impairment of assets tested. The assets register will be fully GRAP compliant in 2011/2012 financial year and asset values are expected to significantly increase.

#### Current Liabilities

- The total current liabilities decreased by 12% when compared to the previous year, the decrease was due to the municipality's commitment to strive to settle the accounts payable

*within 30 days though it operated under cash flow challenges and measures were put in place to manage the cash flow better and control costs. The municipality also paid in full the overdraft facilities of R70 million at the end of the 2010/11 financial year. A decrease is an achievement, despite the tough cash flow situation experienced.*

### **Non-Current Liabilities**

- *The municipality redeemed long term loans amounting to R54 million in the current financial year and most of the lease agreements ended during the year, hence the decrease in long term liabilities. The redemption of the long term loan did not have any significant impact on operations of the municipality as there were equivalent amounts of investments to cover the loan redemptions.*

### **Retained surplus and reserve**

- *The retained income increased by R373 million from the previous year reported figures; the 21% increase is due to surplus recorded for this current financial year and includes the self-insurance reserve.*

## **3.4 PUBLIC PARTICIPATION**

In accordance with the MSA, chapter 4, section 17(2), each municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. In compliance with the legislative framework, ELM had therefore conducted consultative public participation meetings between the months of April and May 2012 to get inputs and comments on the draft IDP and Budget documents for 2012/13 - financial year.

The notice of the meetings was placed in two local newspapers fourteen days prior to the meetings as required by the MSA. Members of the community were also informed through loud hailing and distribution of flyers.

The meetings were clustered into six regions and a business/NGO breakfast. The findings of public participation meetings highlighted the following major issues: tarring of roads, sewer spillage/blockage, maintenance of high mast lights/public lightening, development and upgrading of recreational facilities, provision of houses, high rate of unemployment and upgrading of clinics. All these issues have been incorporated into the IDP documents for 2012/13 to 2016/17 and the projects that emanated from the community will therefore be prioritised and implemented within that period.

## **3.5 TURNAROUND STRATEGY**

The Turnaround Strategy has been incorporated into the Strategies phase..

### 3.6 Governance & Finance Strategies

#### GOVERNANCE & FINANCE

##### NATIONAL OUTCOME

##### A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	Professional and responsive municipal administration	Council & Executive	Learnership & Internship programs	Ten (10) learnerships as at November 2011.	Number of learnership programs	5 year	45	Increased skills base (employability)
						2012/13	4	
						2013/14	6	
						2014/15	10	
						2015/16	10	
						2016/17	15	

##### NATIONAL OUTCOME

##### A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	Professional and responsive municipal administration	Council & Executive	Mayoral Bursary scheme	No database kept	Number of bursaries awarded	5 year	55	Increased skills base (employability)
						2012/13	5	
						2013/14	5	
						2014/15	10	
						2015/16	15	
						2016/17	20	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	Professional and responsive municipal administration	Council & Executive	Development of HRD Strategy	There is no HRM plan and HRD strategy	Approved HRD Strategy	5 year	Approved	Improved Human resource capacity
						2012/13	Approved Council report	
						2013/14	Implementation	
						2014/15	Implementation	
						2015/16	Implementation	
						2016/17	Implementation	
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Informed and participatory community	Community Participation	Ward committee capacitation program	4 training workshops conducted	Number of workshops (training) to be conducted	5 year	95 Workshops	Effective functioning of ward committees
						2012/13	15	
						2013/14	20	
						2014/15	20	
						2015/16	20	
						2016/17	20	



NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Integrated Public Participation Program	26 public participating meetings	Number of public participation meeting held	5 year	200 Public Participation Meetings	Better informed communities
						2012/13	40	
						2013/14	40	
						2014/15	40	
						2015/16	40	
						2016/17	40	
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Coordinated Sectoral Programs	2 joint sectoral forum meetings	Number of joint sectoral forums	5 year	10 Joint Sectoral Forums	Improved, informed, Integrated and coordinated planning
						2012/13	2	
						2013/14	2	
						2014/15	2	
						2015/16	2	
						2016/17	2	

NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Informed and participatory community	Community Participation	Capacitation of Councillors	5 training programs	Number of training programs undertaken	5 year	10 Training Programs	Well informed Councillors for better decision making
						2012/13	2	
						2013/14	2	
						2014/15	2	
						2015/16	2	
						2016/17	2	
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Constituency Work	64 councillors deployed at PCO	Deployment of Councillors to PCO	5 year		Effective implementation of Govt priority programmes
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Strengthening of stakeholder relations	One MoU signed with Dept of Home Affairs	MoU signed with various stakeholders	5 year	3 MoU to be Signed	Improved service delivery targets
						2012/13	1 MoU	
						2013/14	1 MoU	
						2014/15	Ongoing	
						2015/16		
2016/17								
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Strengthening of stakeholder relations	Four	Number of meetings held	5 year	10 Consultative meetings	Improved service delivery targets
						2012/13	2	
						2013/14	2	
						2014/15	2	
						2015/16	2	
2016/17	2							

NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Co-operative, participative and interrelated government	Community Participation	Promoting relations with CDW's	Two	Number of consultative processes with CDW (meetings	5 year	10 Consultative meetings	Improved service delivery targets
						2012/13	2	
						2013/14	2	
						2014/15	2	
						2015/16	2	
						2016/17	2	
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Vibrant democracy	Effective and efficient municipal government	Community Participation	Promotion of Batho Pele Principles	2010/2011	% of customer complaints registered and resolved	5 year	Complaints registered 100%	Improved service delivery targets
				Complaints received 215		2012/13	Complaints resolved 91%	
				Complaints resolved 161		2013/14	Complaints resolved 93%	
				Complaints pending 9		2014/15	Complaints resolved 95%	
				Complaints rejected 45		2015/16	Complaints resolved 97%	
						2016/17	Complaints resolved 99%	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Viable and sustainable municipal government	Financial Management	Establishment of Revenue Management Agency	2010/11 the collection level was 74 % (unaudited)	Increase % collection level	5 year	95% Collection levels	Effective financial management
						2012/13	80%	
						2013/14	85%	
						2014/15	90%	
						2015/16	95%	
						2016/17	95%	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Viable and sustainable municipal government	Financial Management	Establishment of Revenue Management Agency	Non existence of the Revenue agency and an assessment was conducted on the operations of the revenue function and a report presented to Council	Functional Muncipal Entity	5 year	Operational Revenue Agency	Effective financial management
						2012/13	Section 78 process	
						2013/14	Council Approval	
						2014/15	Entity registered and functional	
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Viable and sustainable municipal government	Financial Management	Strengthen the balance sheet	Last credit rating done in June 2008 and outcomes were as follows: Longterm Security Class rating was BBB, Shortterm Security Class rating was A3.	Improve Credit Rating	5 year	Achieve a BB Moody Credit Rating	Effective financial management
						2012/13	Appointment of rating agency	
						2013/14	Maintenance of rating	
						2014/15	Maintenance of rating	
						2015/16	Maintenance of rating	
						2016/17	Improve Rating to AA+	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Viable and sustainable municipal government	Financial Management	Develop and Maintain Compliant Assets Register (GRAP 17)	First time implementation of GRAP standards for assets in the 2010/11 financial year	Complete Asset Register	5 year	Complete up-dated Compliant Asset Register (GRAP 17)	Effective financial management
						2012/13	Maintanance of Asset Register to comply with GRAP 17	
						2013/14	Maintanance of Asset Register to comply with GRAP 17	
						2014/15	Maintanance of Asset Register to comply with GRAP 17	
						2015/16	Maintanance of Asset Register to comply with GRAP 17	
						2016/17	Maintanance of Asset Register to comply with GRAP 17	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Human Resources	Review and implement human resources plan	There is no HRM plan and HRD strategy	Approved Plan by Council	5 year	Approved HR Strategy	
						2012/13	Review of HRM strategy	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Human Resources	Review of Organisational Design (people, processes & systems)	Council organogram was approved 8 December 2009	Approved Organograms by Council	5 year	Approved OD Architecture	
						2012/13	Approved organogram	
						2013/14	Approved organogram	
						2014/15	Approved organogram	
						2015/16	Approved organogram	
						2016/17	Approved organogram	



NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountable and clean municipal government	Internal Audit	Development of an internal audit strategy	There is no Baseline	Approved and implemented Internal Audit Strategy	5 year	Approved and Implemented Internal Audit	Effective and efficient internal control, risk mgt and governance systems
						2012/13	75% implementation	
						2013/14	80% implementation	
						2014/15	90% implementation	
						2015/16	95% implementation	
						2016/17	100% implementation	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountable and clean municipal government	Internal Audit	Review of 3 year risk based strategic audit plan	60% of Internal Audit recommendations implemented in 2010/11	% Internal Audit recommendations implemented	5 year	100% Implementation of Internal Audit Recommendations	Effective and efficient internal control, risk management and governance systems
						2012/13	75%	
						2013/14	80%	
						2014/15	90%	
						2015/16	95%	
						2016/17	100%	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountable and clean municipal government	Internal Audit	Review of 3 year risk based strategic audit plan	4 reports	Number of service delivery reports submitted	5 year	20 submission of service delivery reports	Effective and efficient internal control, risk management and governance systems
						2012/13	4	
						2013/14	4	
						2014/15	4	
						2015/16	4	
						2016/17	4	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountabl e and clean municipal government	Internal Audit	Maximisation of risk, governance oversight, control efficiencies and optimise overall assurance	There is no Baseline	Approved combined assurance framework	5 year	Approved Framework	Effective quality assurance
						2012/13	100% implemented	
						2013/14	100% implemented	
						2014/15	Review plan	
						2015/16	100% implemented	
						2016/17	Review plan	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Council & Executive	Review of all Council Policies	Approved 44 Council policies during 2010/11	Number of approved policies	5 year	169	Improved Governance
						2012/13	50	
						2013/14	44	
						2014/15	30	
						2015/16	25	
						2016/17	20	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Council & Executive	Review of all Council by-laws	Two (2) by-laws approved in 2011/12. Nine (9) by-laws are promulgated.	Number of approved by-laws by Council	5 year		Improved Governance
						2012/13	18	
						2013/14	11	
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Council & Executive	Review of delegations of Authority	Delegation of Authority Framework was approved in 2008/2009	Approved delegation of Authority	5 year	Approved delegations of Authority	Improved Governance
						2012/13	100% Approved	
						2013/14	100% Approved	
						2014/15	100% Approved	
						2015/16	100% Approved	
						2016/17	100% Approved	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Council & Executive	Functional Section 79 Committees	One	Oversight reports to Council	5 year	Approved oversight reports	Improved Governance
						2012/13	4	
						2013/14	4	
						2014/15	4	
						2015/16	4	
						2016/17	4	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountabl e and clean municipal government	Council & Executive	Resolve all audit findings (OPCA)	Two (2) qualifications 2010/11	Clean Audit opinion (2014)	5 year	Unqualified Audit opinion by AG	Improved Governance
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Co-operative, participative and interrelated government	Council & Executive	Develop and Implement IGR Strategy	There is no IGR Framework	Approval by Council	5 year	Approved IGR Strategy	Improved Governance
						2012/13	Approved IGR Strategy	
						2013/14	Approved IGR Strategy	
						2014/15	Approved IGR Strategy	
						2015/16	Approved IGR Strategy	
						2016/17	Approved IGR Strategy	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Risk Management	Review and Implement ERM systems	Risk management framework approved by Council in August 2011	Approved ERM policy and framework	5 year	Approved ERM Framework	Effective and efficient Governance over risk management
						2012/13	Approved ERM Framework	
						2013/14	Annual Review	
						2014/15	Annual Review	
						2015/16	Annual Review	
						2016/17	Annual Review	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Risk Management	Alignment of Strategic Planning Processes with Risk Management Processes	There is no risk management process plan in place.	Approved risk management process plan	5 year	Approved Risk Management Process Plan	Effective and efficient Governance over risk management
						2012/13	Approved Risk Management Process Plan	
						2013/14	Annual Alignment	
						2014/15	Annual Alignment	
						2015/16	Annual Alignment	
						2016/17	Annual Alignment	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Risk Management	Review and Implement ERM systems	The Risk Management strategy approved by   Council 2010/11 financial year	Approved risk management strategy	5 year	Approved Risk Management Strategy	Effective and efficient Governance over risk management
						2012/13	Approved Risk Management Strategy	
						2013/14	Annual Review	
						2014/15	Annual Review	
						2015/16	Annual Review	
						2016/17	Annual Review	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Risk Management	Conducting business resilience programs	There is no business recovery plan in place.	Approved business recovery plan	5 year	Approved Business Risk Recovery Plan	Improved risk mgt processes
						2012/13	Completed Resilience Check	
						2013/14	Implementation of Business Recovery Programs	
						2014/15	Annual Review	
						2015/16	Annual Review	
						2016/17	Annual Review	



NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountable and clean municipal government	Risk Management	Develop and Implement of anti fraud and corruption strategy	There is an approved Anti-fraud and anti-corruption strategy in place that is pending review.	Approved anti fraud and anti-corruption strategy	5 year	Approved anti fraud and corruption strategy	Reduced fraud and corruption incidence
						2012/13	Developed Anti Fraud Strategy	
						2013/14	Annual Review	
						2014/15	Annual Review	
						2015/16	Annual Review	
						2016/17	Annual Review	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Risk Management	Develop and Implement of Insurance management systems	No insurance management plan and system	Approved insurance management plan	5 year	Approved insurance management plan	Safe guarding of assets
						2012/13	Developed Insurance Plan	
						2013/14	acquisition of insurance system	
						2014/15	Annual Review	
						2015/16	Annual Review	
						2016/17	Annual Review	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Healthy and safe environments and communities	Risk Management	Develop and Implement of occupational health and safety systems	No health and safety plan	Approved institutional health and safety plan	5 year	Approved health and safety plan	Healthy and safe working environment
						2012/13	Developed Health & Safety Plan	
						2013/14	Developed Operating Procedures Manual	
						2014/15	Implemented Health & Wellness Programmes	
						2015/16	Annual Review	
						2016/17	Annual Review	
						NATIONAL OUTCOME		
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Information Technology	Develop and Implement of ICT strategy	There is no ICT strategy in place	Approved ICT strategy	5 year	Approved ICT Strategy	Information security and reliability
						2012/13	Approval	
						2013/14	Implementation	
						2014/15	Revision	
						2015/16	Evaluation	
						2016/17	Expansion	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Information Technology	Functional ICT Governance	There is no Functional ICT Governance in place	Oversight reports to Council	5 year	Approved Council report	Effective information management
						2012/13	Approval	
						2013/14	Implementation	
						2014/15	Revision	
						2015/16	Evaluation	
						2016/17	Expansion	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Performance Management	Develop and Implement electronic performance management system	Development and implementation of a monitoring, evaluation and reporting tool commenced during 2011/12	Functional and effective Performance management system	5 year	Functioning PMS	Service delivery monitoring and evaluation
						2012/13	Functional PMS	
						2013/14	Functional PMS	
						2014/15	Functional PMS	
						2015/16	Functional PMS	
						2016/17	Functional PMS	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	IDP	Development of a compliant IDP	IDP was approved 2011/12	Positive report by MEC of Local Govt and Housing	5 year	Positive MEC comments	Municipal Strategic Planning Guideline
						2012/13	MEC comments	
						2013/14	MEC comments	
						2014/15	MEC comments	
						2015/16	MEC comments	
						2016/17	MEC comments	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Informed and participatory community	Communication	Development and implementation of a communications strategy	Draft communication strategy not approved	Approved communications strategy	5 year	Approved Communication Strategy	Informed communities & other stakeholders
						2012/13	Approved strategy	
						2013/14	Approved strategy	
						2014/15	Approved strategy	
						2015/16	Approved strategy	
						2016/17	Approved strategy	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Informed and participator y community	Communication	Updated and compliant website	The website is updated on a weekly basis	% of Audit findings on compliance	5 year	Zero Audit Finding on website compliance	Informed communities & other stakeholders
						2012/13	0%	
						2013/14	0%	
						2014/15	0%	
						2015/16	0%	
						2016/17	0%	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Legal Services	Development and implementation of a contract management system	There is no contract management system in place	Integrated functional contract management system	5 year	Implemented contract Management System	Improved Governance
						2012/13	Procure system	
						2013/14	Integration of the system	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Effective and efficient municipal government	Legal Services	Development and Implementation of a Legal compliance framework	No Legal compliance framework	Approved framework	5 year	Approved legal compliance framework	Improved Governance
						2012/13	Approved	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Office of the Mayor	Development and implementation of special projects in the office of the Executive Mayor	None	Approval by Mayco	5 year	5	Poverty alleviation and job creation
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17	1	

AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Office of the Mayor	Review and implement Mayoral bursary scheme policy	Mayoral Bursary policy was approved in August 2007	Approval by Mayco	5 year	Approved bursary policy	Improved skills base
						2012/13	Approved	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Quality rendered, accessible, sustainable and reliable municipal services	Office of the Mayor	Development and Implementation of Mayoral legacy projects	None	Approval by Mayco	5 year	5	Improve in service delivery
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17	1	

NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Quality rendered, accessible, sustainable and reliable municipal services	Office of the Mayor	Monitoring and evaluation of approved basic service delivery projects	2011/12 SDBIP is being used as a tool to monitor service delivery project	100% implementation of approved basic service delivery projects	5 year	100%	Increase access to basic services
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	
NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Accountable and clean municipal government	Office of the Mayor	Feedback to the Presidential & Premier's hotline	2010/2011	Number of reported and resolved queries	5 year	Complaints registered 100%	Improved community relations
				Complaints received 215		2012/13	Complaints resolved 91%	
				Complaints resolved 161		2013/14	Complaints resolved 93%	
				Complaints pending 9		2014/15	Complaints resolved 95%	
				Complaints rejected 45		2015/16	Complaints resolved 97%	
						2016/17	Complaints resolved 99%	



NATIONAL OUTCOME								
AN EFFECTIVE, EFFICIENT AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Office of the Mayor	Establishment of Mayoral Development Advisory Committee	No committee	Approval by Mayco	5 year	Approved committee	Increase in investment and job creation
						2012/13	Functional committee	
						2013/14	Functional committee	
						2014/15	Functional committee	
						2015/16	Functional committee	
						2016/17	Functional committee	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Development of a Metro status process	No formalised structure	Compliance with Demarcation Board Processes	5 year	Demarcation Board Approval of Metro	Achievement of a Metro status
						2012/13	Application and approval	
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Development of a Metro status process	There is regional platform to participate in IGR matters	Participation in Regional IGR structures	5 year		Achievement of a Metro status
						2012/13	Participation regional IGR	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Establishment of Municipal Entities for Water & Sanitation, Roads, Electricity, Revenue, Properties & Fleet	Feasibility studies conducted	Legal Compliance	5 year	Functional Entities	
						2012/13	Council approval	
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Establishment of Municipal Entities for Water & Sanitation, Roads, Electricity, Revenue, Properties & Fleet	None	Registered Entities	5 year	Functional Entities	Improved service delivery targets
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Development of the Metro City Model along the River	None	Feasibility Studies	5 year	Metro Status	Achievement of a Metro status
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	United, non-racial and integrated community	Land Use	Review of the Urban Edge	None	Feasibility Studies	5 year	Feasibility Reports and Master Plan	Economic development and investment attraction
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Sustainable livelihoods through decent employment	Economic Growth	Development of Industrial Incentive & Commercial Zones	Application submitted to relevant government agencies to finance.	Feasibility Studies	5 year	Feasibility Reports and Master Plan	Economic development and investment attraction
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Viable and sustainable municipal government	Finance	Development of a 5 year financial plan	Last financial plan developed in 2006	Approval by Mayco	5 year	Approved 5 Year plan	Effective financial management
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Human Resources	Institutional Review (Human Resources)	None	Approval by Mayco	5 year		Alignment to the Metro Vision
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Quality rendered, accessible, sustainable and reliable municipal services	Facilities	Office Space	None	Feasibility Studies	5 year		Conducive working environment
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Create an environment that is conducive to the formation of a Metro via a Single Authority	Institutional Review: Metro	Establishment of Mayoral task team on Metro development	None	Approval by Mayco	5 year		Strategic vision and advise
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Good governance	Professional and responsive municipal administration	Institutional Review: Metro	Strengthen Council Administrative Capacity	All policies and procedures are in place e.g. records management, telephone and submission of reports	% of Legislative Compliance	5 year	100% Compliance to all legislative requirement	Good Governance
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	

## CHAPTER 4

### 4. ECONOMIC DEVELOPMENT

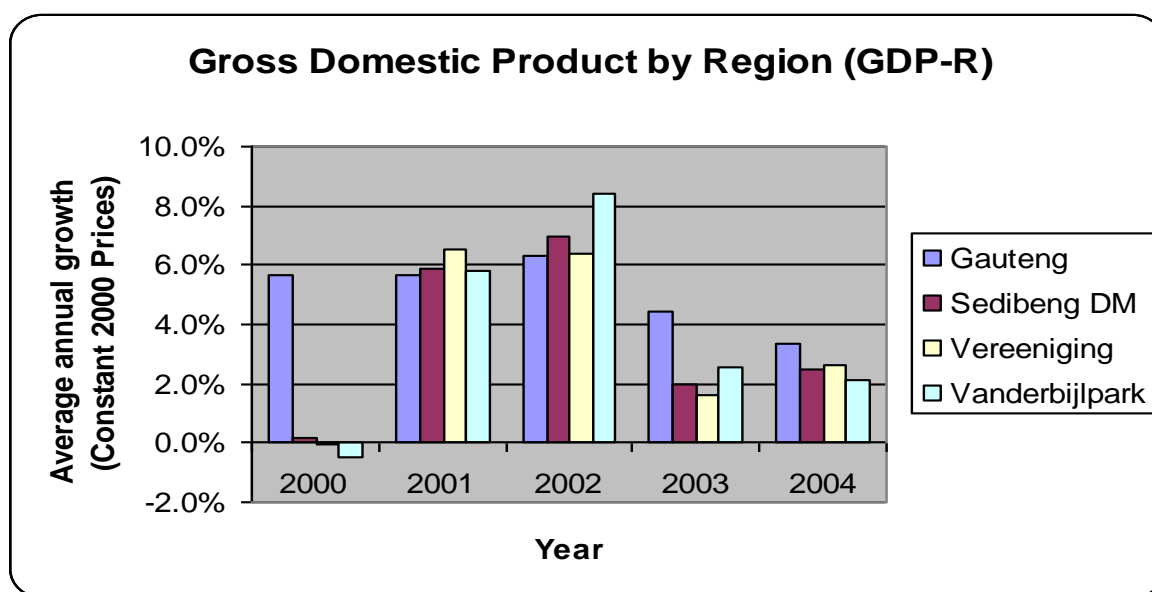
#### 4.1 SOCIO-ECONOMIC AND DEVELOPMENT PROFILE

##### 4.1.1 Local Economic Development

Since the start of the transition to democracy, there has been an increasing emphasis on local economic development (LED) in South Africa. LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. LED brings into focus the role of towns in fostering new opportunities for people. This is important for promoting broad based economic growth, improving social welfare and promoting a more varied and vibrant local economy.

##### 4.1.2 Gross Domestic Product by Region

Emfuleni Local Municipality consists of two major economic nodes namely Vereeniging and Vanderbijlpark. Vereeniging registered a GDP of 2.6% and Vanderbijlpark a GDP of 2.2% for 2004 and Sedibeng 2.5% for 2004. It should be noted that while it is indicated that Vereeniging and Vanderbijlpark are the two main economic nodes, the statistics provided are that of the magisterial districts of Vereeniging and Vanderbijlpark, Meyerton for example is part of Vereeniging magisterial district. Below is a chart of annual growth rates (GDP-R) as of 2000 till 2004:



**Source: (Global Insight), 2005**

ELM combined Gross Domestic Product per Region (Current Price R1000) for 2004 was estimated at R23,445,216 and therefore contributed about 4.8% to the Gauteng GDP-R in 2004 and contributed an estimated 93.8% to the Sedibeng economy based on GDP-R for the same year.

The graph above illustrates the comparison of the local municipalities in the Sedibeng region contributing to the gross domestic product of the region.

The table below reflects on the annual personal income per capita as per racial composition for the year 2004.



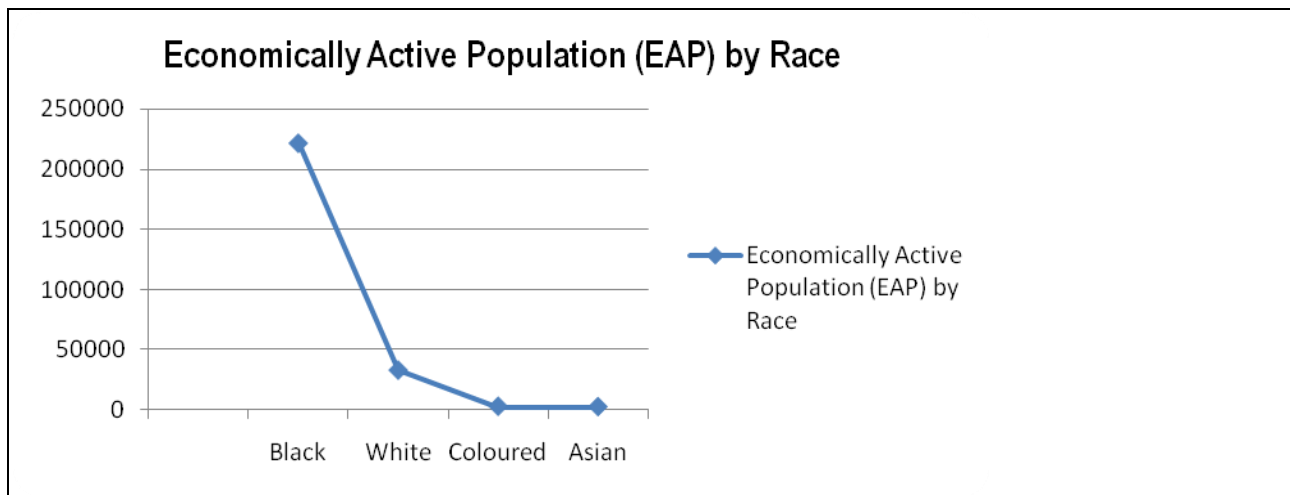
**Table: Percentage Contribution to GDP according to Economic Sectors**

<b>ECONOMIC SECTORS</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
1 Agriculture	1.6%	2.3%	1.9%	1.6%	1.3%	1.4%	1.5%	1.6%	1.8%
2 Mining	0.3%	0.3%	0.2%	0.3%	0.3%	0.4%	0.3%	0.4%	0.3%
<b>Primary Sector</b>	<b>1.8%</b>	<b>2.6%</b>	<b>2.2%</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.1%</b>
3 Manufacturing	43.2%	46.0%	44.5%	44.0%	43.7%	43.7%	45.5%	46.0%	40.8%
4 Electricity	3.8%	3.8%	3.8%	3.6%	3.7%	3.6%	3.3%	3.2%	3.3%
5 Construction	2.2%	2.1%	2.3%	2.4%	2.5%	2.8%	2.9%	3.1%	3.5%
<b>Secondary Sector</b>	<b>49.2%</b>	<b>51.9%</b>	<b>50.6%</b>	<b>50.0%</b>	<b>49.8%</b>	<b>50.0%</b>	<b>51.7%</b>	<b>52.3%</b>	<b>47.7%</b>
6 Trade	8.7%	8.0%	8.1%	8.2%	8.1%	8.0%	7.5%	7.1%	7.4%
7 Transport	5.2%	4.9%	4.9%	5.1%	5.1%	4.7%	4.4%	4.2%	4.4%
8 Finance	12.3%	11.9%	12.2%	12.9%	13.3%	14.5%	14.9%	15.0%	16.0%
9 Community services	22.7%	20.7%	22.0%	21.9%	22.0%	20.9%	19.6%	19.4%	22.3%
<b>Tertiary Sector</b>	<b>48.9%</b>	<b>45.5%</b>	<b>47.2%</b>	<b>48.1%</b>	<b>48.5%</b>	<b>48.2%</b>	<b>46.4%</b>	<b>45.7%</b>	<b>50.2%</b>
<b>Total Industries</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Source: Global Insight, 2008**

The largest contributor to the economy is the tertiary sector (Trade, transport, finance, community services) at 50.2%. It is followed by secondary sector (Manufacturing, electricity, construction) at 47.7%. Lastly is the primary sector (Agriculture and Mining) at 2.1% in 2009. The table also depicts that the primary sector GDP contribution has slightly increased from 2% in 2008 to 2.1% in 2009. Whereas there is a notable decrease in secondary sector contribution from 52.3 % in 2008 to 47.7% in 2009. There has been a major increase in tertiary sector contribution to GDP from 45.7% in 2008 to 50.2% in 2009.

**Graph: Economically Active Population (EAP) by Race**

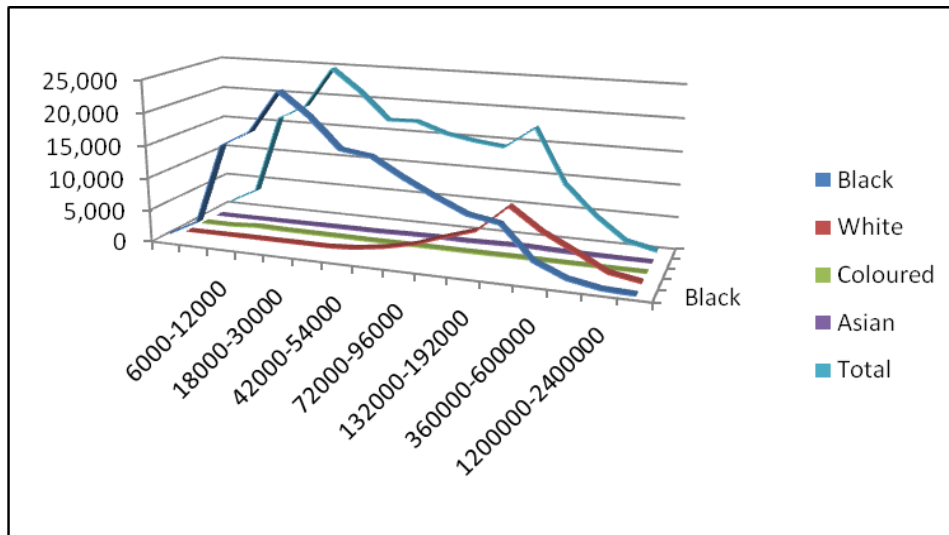


**Source: Global Insight, 2008**

The phrase economically active refers to a person aged 15 years or more who is either employed or unemployed but who is looking for work. In other words, someone who is working or who wants to work and is seeking work is defined as economically active. (Source: Stats SA)

The above graph represents economically active population by race. It also depicts that the highest economically active people are blacks at approximately 225 000, followed by whites at approximately 40 000 followed by Coloureds and then Asians.

**Graph: Number of households by income category**



**Source: Global Insight, 2008**

The above graph depicts that approximately 20 000 black households earn between R18 000 to R 30, 000.00 and approximately 5000 white households earn between R360, 000.00 to R 600,000.00. This indicates a huge income disparity between the blacks and white households.

## 4.2 The role of the private sector

The existence of Vaal University of Technology and North West University within ELM with their large students' enrolments provides some positive impacts to the local economy.

Both institutions residential accommodations cannot cater all students; hence there is an ever increasing rezoning application from the public. This clearly indicates that, there is a booming property development business opportunities, however, the very same business opportunities has led to illegal housing occupation and increased backyard rooms that do not comply with the Council building regulations as evidenced in Ward 4 (Bedworthpark area).

The money that the students spent on their daily needs can be one of the leading contributors to the survival of retail sectors in Vereeniging and Vanderbijlpark CBD's.

Iron and steel industries dominates the manufacturing sector of Emfuleni area, and of the total inputs (labour included), 49% comes from within the region.

Arcelor Mittal South Africa Limited formerly known as Iscor, is the largest steel producer on the African continent with its biggest plant situated in Vanderbijlpark. It has a production capacity of 7.8 million tonnes of liquid steel per annum with a turnover of R40bn. Based on the above information, there is no doubt that Arcelor Mittal has a significant contribution to poverty alleviation in the region and its demise will also have a significant impact to the region's socio-economic well being. A number of social investment programmes by the company are visible, and they includes amongst others, the re-roofing of some houses in Boipatong, the renovation of Bophelong hall as well as Boipatong. Other initiatives include, Broad Based Black Economic Empowerment (BBBEE) and Small Medium Enterprise development. It also offeres in-service training programmes and draws large number of qualified students from Vaal University of technology. Cape Gate and Metal Box all situated in Vanderbijlpark are similar industries that also contribute to the region's employment rate.

#### **4.3 The Vaal River**

The concept of Vaal 21 derives its mandate from Sedibeng district municipality emphasis on projects that entails development of tourism related precinct and water front projects. It also entails urban renewal of centres such as Evaton, Vanderbijlpark and Vereeniging. It also cover Heidelberg, Ratanda, Meyerton, Vaal Marina, Sharpeville, Boipatong, Sebokeng, Bophelong, Daneysville, Oranjeville, Parys, Tumahole, Vredefort, Sasolburg and Zamdela, Kroonstad, Villiers and Frankfort.

Apart from its water supply function, the Vaal River is almost unique in the Gauteng area for the opportunity it provides for tourists and upmarket residential development. It would be important, however, to ensure that the water supply capacity and conservation value of the Vaal River (existing and potential) are not threatened by development. Strategies to reverse current pollution levels are necessary, and it is essential that preventative as well as remedial measures be taken. The development along the Vaal River should be an asset to the benefit of all residents and that the activities be promoted to become a value-chain as opposed to an ad-hoc development vision.

#### **4.4 Neighbouring Municipalities**

Fezile Dabi District Municipality is a large municipal area stretching from the southern banks of the Vaal River to the major agricultural regions of the Free State. Although part of the Free State, its major economic centres are closely inter-related with the Gauteng economy and ELM is their gateway to Gauteng. The Vaal dam is one of the main features of Fezile Dabi municipality. Many excellent resorts line the banks and make this a popular venue for wind surfing, water skiing and river rafting. All this activities presents mutual benefits to both ELM and Fezile Dabi. With less than 15km from ELM to Sasolburg chemical giant and hub of industry, that has created an advantage for ELM residents to seek employment in their neighbouring municipality.

The R553 (Golden Highway) creates a perfect link between Joburg City and ELM and its close proximity to the area serve as an important advantage for ELM residents.

Hence most of Palmsprings and Evaton residents work in Joburg. The Palmsprings mall situated between Palmsprings and Orange Farm present a possible precinct development that both Joburg City and ELM needs to explore in the future.

The regions economic muscle has been further strengthened by the major developments taking place in Lesedi. The construction of a national multi product pipeline, this also includes the Transnet oil pipeline terminal which has also attracted Vortex (major oil terminal/refinery hub that will serve the whole of Gauteng). Industrial district is also located within the area, therefore, all these major economic developments will automatically be to the advantage of people residing in the Sedibeng region.

#### **4.5 ELM Economic Deliberations**

Establishment of Logistical Hub, the aim of this project is to attract new investment, economic development and job creation opportunities in the Vaal, based on international best practice principles. It will afford local people who have been disadvantaged from entering the economy through partnering, business establishment, training and skills development access to finance and marketing opportunities. The aim is to target specific groups of people, especially woman, youth, disabled, SMME's and BBBEE for procurement of goods and services from the full spectrum of a world class project. It will also create new demand for the basic iron and steel manufacturing plant from the world class producer, Arcelor Mittal, in order to increase its economic impact in the Vaal with higher demand and supply of products and services from the local community. Furthermore, it will diversify and grow the economy of the Vaal following international trends in establishing the Vaal Logistical Hub.

Special Annual Events. Tourism has been identified as one of the high impact sectors which will build on and complement initiatives of the growth and development strategy of the region. The LED and Tourism department has come up with excellent and exciting events that will expose the ELM and Sedibeng Region as a vibrant, 'must go to' tourist destination. The events will include wine tasting, jazz festival, life style events, river fashion show and vintage car show. This will unlock a huge value for thriving entrepreneurs and bring vibrancy into townships socio-economic environment.

In an area such as Emfuleni, with its relatively high levels of unemployment and poverty, the SMME's and co-operative sectors will play an important role in job creation and poverty alleviation. It is essential to strengthen the support systems available for SMME's and co-operatives in the region in order to create the SMME and co-operatives sectors that will increase the sustainability of the local economy, increase the competitiveness of local businesses, generate jobs and broaden the tax base of the ELM.

## 4.6 Economic Development Strategies

### ECONOMIC DEVELOPMENT

#### NATIONAL OUTCOME

Select One

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Economic Growth	Finalisation and review of LED strategy	No approved LED strategy	Approve LED strategy	5 year	Approval of LED strategy	Increase in economic development opportunities, job creation, SMME and Cooperative initiatives
						2012/13	Approval of LED strategy	
						2013/14	Review	
						2014/15	Review	
						2015/16	Review	
						2016/17	Review	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Economic Growth	Implementation of LED strategy	None	Number of LED projects implemented	5 year	5	Increase in economic development opportunities, job creation, SMME and Cooperative initiatives
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17	1	

DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Economic Growth	Establishment of Vaal Logistical Hub initiative	20% implementation of Vaal Logistic Hub initiatives in 2010/11	% Implementation of Vaal Logistic Hub initiatives	5 year	100%	Increase in economic development opportunities, job creation, SMME and Cooperative initiatives
						2012/13	10%	
						2013/14	10%	
						2014/15	25%	
						2015/16	25%	
						2016/17	30%	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Economic Growth	Provision of incentives to encourage developments	Draft policy in place. Awaiting Council's approval.	Approved development incentives policy	5 year	100%	Economic growth
						2012/13	100%	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
Reinventing our economy	Sustainable livelihoods through decent employment	Economic Growth	SMME & Co-operative support	None	Number of business centres established	5 year	3	Promote economic growth
						2012/13	None	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17		

DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Job Creation	Job creation programme	No database kept	Number of jobs created	5 year	20 000	Improved livelihoods
						2012/13	4 000	
						2013/14	4 000	
						2014/15	4 000	
						2015/16	4 000	
						2016/17	4 000	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Poverty Alleviation	Establishment of Food security programme	One food security project established in 2010/11	Number of food security projects established	5 year	5	Improve living conditions
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17	1	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Poverty Alleviation	Special programme for designated groups	Fifty (50) designated groups were targeted in 2010/11	Number of effected people	5 year	1 000	Improved living conditions
						2012/13	100	
						2013/14	150	
						2014/15	200	
						2015/16	250	
						2016/17	300	

DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Tourism	Promotion of tourism events	7 tourism events were held in 2010/11	Number of events hosted	5 year	25 Events	Economic growth
						2012/13	5 Events	
						2013/14	5 Events	
						2014/15	5 Events	
						2015/16	5 Events	
						2016/17	5 Events	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Sustainable livelihoods through decent employment	Tourism	Tourism promotions	50 000 of tourists in 2010/11	Number of tourists	5 year	330 000	Increased promotion / economic growth
						2012/13	55 000	
						2013/14	60 000	
						2014/15	65 000	
						2015/16	70 000	
						2016/17	80 000	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	United, non-racial and integrated community	Land Use	Development of Spatial Development Framework	The Spatial Development Framework was approved in December 2009	Approved SDF	5 year	100%	Coordinated and integrated development
						2012/13	Finalization of 5 year	
						2013/14	Review	
						2014/15	Review	
						2015/16	Review	
						2016/17	Review	



DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	United, non-racial and integrated community	Land Use	Opening of Township registers	There are 96 township registers opened to date	Number of township registers opened	5 year	19	Promotion of land ownership
						2012/13	5	
						2013/14	5	
						2014/15	5	
						2015/16	4	
						2016/17		
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Informed and participatory community	Land Use	Development and implementation of GIS	There are 80 people using the GIS system	Number of users	5 year	15000	Improved access to information
						2012/13	1000	
						2013/14	2000	
						2014/15	3000	
						2015/16	4000	
						2016/17	5000	

DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	United, non-racial and integrated community	Economic Growth	Promotion of major developments	Measure development application approved within 12 months	Number of months for finalisation	5 year	100% adherence to schedules	Improved investment environment
						2012/13	6 months	
						2013/14	5 months	
						2014/15	4 months	
						2015/16	4 months	
						2016/17	4 months	
DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	United, non-racial and integrated community	Economic Growth	Development and implementation of a property management system	No electronic system in place	Approved system	5 year	Commissioned system	Improved property management
						2012/13	Planning	
						2013/14	Acquisition	
						2014/15	Implementation	
						2015/16	Implementation	
						2016/17	Implementation	

DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Healthy and safe environments and community	Economic Growth	Building environment management	Average of 90% on approval or refusal of applications. 100% on execution of compulsory building inspections . Control of illegal structures - preparation of database: work in progress.	Adherence to legal requirements	5 year	100% Adherence to schedule	
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	
SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SFAs	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Formalization of informal settlements	4	Number of informal settlements ring fenced	5 year	24	Formalized informal settlements
						2012/13	8	
						2013/14	8	
						2014/15	8	
						2015/16	Ensure compliance	
						2016/17	Monitoring and evaluation	

SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Sustainable Human Settlements typologies and mixed developments	Development of 2 housing developments	Number of established mixed developments	5 year	8	Sustainable communities
						2012/13	2	
						2013/14	2	
						2014/15	2	
						2015/16	1	
						2016/17	1	
SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Densification (roll-out) of existing formal townships (formalization of backyard accommodation)	Rolling out of the Boipatong township backyard project	Roll-outs of backyards to 4 formal townships	5 year	4	Formalized backyards and improving the lives of people
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	1	
						2016/17	Evaluation of programme	

SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Hostel redevelopment programme (family units)	Development of sebokeng hostel into CRU's	Implementation of hostel development programme	5 year	4	Creating sustainable human settlements (hostels replaced with family units)
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16	Evaluation of programme	
						2016/17	1	
SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Evaton renewal programme - fast track land release programme	Outstanding land claims to be completed at 100%	100% Adherence of the programme Transfer of land	5 year	100% Adherence	Promotion of economic growth and job creation opportunities
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	

SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Identification of emergency housing facilities	Identify and sign agreements with schools that can be utilised for emergency housing	Identification and conclusion of emergency housing facilities by 30 June 2013	5 year		Planned and controlled emergency housing
						2012/13	30-Jun-13	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Shack down programme implementation and roll-out	Allocation of informal settlement beneficiaries to formal housing starting in the Biotshepiville area	Eradication of all shacks	5 year		Effective roll-out of shack down programme
						2012/13	Boipatong	
						2013/14	Sharpeville	
						2014/15	Vereeniging & Vanderbijlpark	
						2015/16	Sebokeng	
						2016/17	Evaton	

SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Housing	Provincial housing developments	Creation of the TRV area and formalisation of the TRV to eradicate mushrooming of shacks and ensure that they will get formal housing	Number of housing projects	5 year	19	Effective roll-out of shack down programme
						2012/13	11	
						2013/14	3	
						2014/15	2	
						2015/16	1	
						2016/17	2	

## CHAPTER 5

### 5. INFRASTRUCTURE AND SERVICES

#### 5.1 BASIC SERVICES AND INFRASTRUCTURE

This cluster consists of Roads & Stormwater, Electricity, Water & Sanitation and Waste Managements departments all of which their strategic objective is to promote quality rendered, accessible, sustainable and reliable municipal services.

##### 5.1.1 Roads and Stormwater

The Road & Stormwater division basically consists of three sections to carry out the day to day responsibilities of the department. The three sections are Operations, Planning & projects and Auxiliary services. The department's strategic objective is quality rendered, accessible, sustainable and reliable municipal services.

**Table : Statistical information of existing infrastructure**

Roads		Road Traffic Signs and Markings		Stormwater	
Tarred Roads	1 372	Traffic Signs	14 602 No	Stormwater	508
Gravel roads	1 019	Road Markings	158 445m <sup>2</sup>	Lined Canals	44km
				Unlined Canals	169
				Catch-pits	12 270 no

#### Statistics of Roads and Stormwater

Tarred Roads	Gravel Roads	Stormwater pipes	Stormwater catch pits	Road Markings	Traffic Signs	Open Stormwater channel
1427,9km	1 054km	508km	12 270 numbers	158 445 square meter	14602 numbers	213km

**The road network hierarchy is made up as follows:**

• Primary Routes	:	245km	=	17%
• Secondary Routs	:	204,4km	=	14%
• Main Tertiary Routes	:	206,1km	=	14%
• Tertiary Routes	:	772,4km	=	55%
• Total	:	1427,9km	=	100%

A report on the statistics of the conditions of all tarred roads in Emfuleni Local Municipality as prepared by V & V Consulting Engineers called Pavement management Systems in June 2008 profiled the structural and surface conditions of roads as follows:



## Funding Required

The total value of roads and Stormwater infrastructure is as follows:

• Roads	=	R4 284 billion
• Stormwater	=	R1 193 billion
Total	=	R5 477 billion

### 5.1.2 Electricity

Electricity department strategic objective is quality rendered, accessible, sustainable and reliable municipal services. The municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Rust-ter-Vaal and Vereeniging areas whilst Eskom has been licensed to provide electricity in the remaining areas. Free basic electricity of 50kWh/month is provided to registered indigents. Approximately 78% of electricity is sold to industrial and commercial customers and the remaining 22% is sold to domestic and agricultural customers and for the municipality's own use. The public lighting infrastructure consists mainly of the following:

24 500 Streetlights

770 High mast lights

980 km of streetlights cable and lines

110 Traffic light intersections

A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers. The level of service (20ampere connections) funded by DoE via the electrification funding is the cause of much equipment failure due to overloading, a fact which was even more illustrated during the past financial year when a number of transformers failed due to continuous overloading. Funding was made available by the Council to address some of these overloading problems.

### 5.1.3 Water and Sanitation

Metsi-a-Lekoa, the water unit of Emfuleni Local Municipality is responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions, the unit also takes the responsibility for the maintenance of the water services systems and all costs associated with all the assets including maintenance, insurance, licensing and running costs. There is 100% water supply coverage to all formal and informal settlements. In the informal settlements the water is supplied in accordance to RDP Standard (Communal tap). The water system consists of 2600 km's of pipe networks, 14 reservoirs and a small potable water treatment plant. Monthly monitoring and analysis of **potable water** quality in compliance with the SANS241 standard was done where 100% compliance was achieved.

There is 100% sanitation coverage in all formal settlements. Sanitation provision is still a challenge in areas that are not yet proclaimed townships. The Sanitation gravity network provide waterborne sewer connections to 230 000 stands in the Emfuleni Local Municipal area, 5 250 stands make use of on-site sanitation systems like French drains and septic tanks. The sanitation network consists of the following elements:

- 2 600 Km of gravity sewer pipe lines.
- 33 328 Sewerage manholes
- 48 sewerage pump stations
- 34 Km Sewer pump pipe lines
- 94 sewer pumps

#### **5.1.4 Waste Management**

In terms of the Waste and Landfill Management Department, the operational and key focus areas can be submitted as follows:

- Provide once weekly sustainable household collection services to 166 500 000 households and extension of services to newly developed areas;
- Enhance litter picking in all key areas / main roads and entrances to communities;
- Provide well supported street sweeping and clean up programs in the whole area of ELM
- Provide well maintained transfer stations / mini dump services;
- Provide well maintained and managed landfill facilities catering for the need of all general waste to be land filled on a daily basis;
- Recycling programs and other minimization activities;
- Provide well maintained composting facility.

The waste & landfill infrastructure consist of: Mini dump transfer stations, Landfill sites, and Composting facility.

##### **5.1.4.1 Service Levels (Standard of Services)**

- Household collection: Currently this Department provides a 1 X weekly sustainable household collection services to 174 083 households in all formal areas.
- Provide daily clean-up services in the CBD areas of vanderbijlpark and vereeniging and street cleaning services on key identified roads and open spaces in all areas.
- Provide a once weekly service to all existing mini dump transfer stations and a twice weekly basis to Boitshepi and Waldrift landfill sites where all greens received are being shredded and transported to the Waldrift Landfill site where a chipping holding facility exists.
- A new service level of agreement between ELM and Blackwood mini dump (Midvaal) is to be put in place to also shred all greens received on a twice per week basis to replace the existing service level of agreement by council paying 66% of operational cost to Midvaal.
- The operations of Boitshepi and Waldrift Landfill site are carried out on a daily basis and are outsourced to external companies. In terms of Palm Springs Landfill, the operations are currently being executed by the hiring in of vehicles and equipment that is directly under the control of this Department. Household services are also collected and disposed of for the Vaaloewer community on a one day per week basis.
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks per week and creation of parks&vegetable gardens(wards 31 abd 33).
- The recycling centre in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng, Vanderbijlpark and all landfill sites on a daily basis.
- Sustaining EPWP projects identified for a clean sustainable environment
- Indalo Yethu EPWP project (283 persons) appointed by the Department of Environmental Affairs (2 years) to complement Environmental Education,street sweeping and cleaning services.

The provision of sustainable waste collection to all residents and continuous extension of service to areas not serviced, also safe disposal in landfill sites, and the following specific achievements were registered:

- Total quantity of 115 016 m<sup>3</sup>of waste removed from illegal dumps
- The rehabilitation construction of the four existing mini dump transfer stations equipped with waste separation mechanisms was completed (R5.3m) by 25 July 2011
- Weekly household services increased from 168 919 to 174 083 collection points; and

- Successfully maintaining various programs such as Bontle-ke-Botho, evaton buy back centre ,Evaton west mini recycling centre and other recycling initiatives

Furthermore, the permits for the operations to closure for the Boitshepi landfill site were issued on the 25 July 2011 and for the Waldrift Landfill sites were issued on 24 September 2011.

Quality rendered, accessible, sustainable and reliable municipal services are Fleet Management strategic objective. This department is responsible for the day to day fleet activities which include renewal of fleet, licensing of fleet, traffic offences, fleet asset register, accident repairs, sale of redundant fleet, maintenance of fleet, fuel management etc.

The fleet management function ensured that the fleet and machinery availability to all departments was optimal in order to support service delivery:

- Implementation of a Risk Control Room; and
- Training for drivers on the Driver Code of Conduct approved by Council, 2006 (250 drivers were trained).
- Continuous annual fleet renewal

## **5.2 Challenges**

- Limited resources (Human capital and finances)
- Infrastructure theft
- Improvement of preventative maintenance programs
- Ageing infrastructure

### 5.3 Infrastructure & Services Strategies

#### INFRASTRUCTURE & SERVICES

##### NATIONAL OUTCOME

##### AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Roads	Tarring of roads	The current unpaved network is 1086 as at November 2011	Length of roads tarred (km)	5 year	1086.00	Improved quality of life and improved economic growth
						2012/13	13.00	
						2013/14	268.25	
						2014/15	268.25	
						2015/16	268.25	
						2016/17	268.25	

##### NATIONAL OUTCOME

##### AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Stormwater	Provision of storm water reticulation	This is bulk stormwater only to be addressed in the urban area of 359 km.	Length of storm water pipes installed (km)	5 year	358.38	Improved quality of life and improved economic growth
						2012/13	4.29	
						2013/14	88.52	
						2014/15	88.52	
						2015/16	88.52	
						2016/17	88.52	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Roads	Provision sidewalks	The current unpaved network to be serviced by sidewalks is 2172 as at November 2011	Length of sidewalks upgraded(km)	5 year	1086.00	Improved quality of life and improved economic growth
						2012/13	13.00	
						2013/14	268.25	
						2014/15	268.25	
						2015/16	268.25	
						2016/17	268.25	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Roads	Provision of cycle lanes on identified roads (including rural areas)	No baseline information	Length of cycle lanes provided on identified roads	5 year	100.00%	Improved safety of cyclists. Building of safer communities.
						2012/13	10.00%	
						2013/14	22.50%	
						2014/15	22.50%	
						2015/16	22.50%	
						2016/17	22.50%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Roads	Creating pick up/drop off bays for Taxis on identified roads	There is no base line information	Number of pickup/drop off bays constructed on identified roads	5 year	100.00%	Improved pedestrian and road safety
						2012/13	10.00%	
						2013/14	22.50%	
						2014/15	22.50%	
						2015/16	22.50%	
						2016/17	22.50%	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Quality rendered, accessible, sustainable and reliable municipal services	Roads	Provision of traffic lights on all identified major roads (intersections)	21 Identified Intersection at this stage with geomtric upgrades to be included	Number of traffic lights installed at identified major roads (intersections)	5 year	100.00%	Improved pedestrian and road safety
						2012/13	10.00%	
						2013/14	22.50%	
						2014/15	22.50%	
						2015/16	22.50%	
						2016/17	22.50%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Quality rendered, accessible, sustainable and reliable municipal services	Public Transport	Promote alternative mode of public transport	No baseline info.		5 year		Improve quality of life
					Feasibility study BRT and Gautrain	2012/13	100%	
					Financial closure for BRT	2013/14	100%	
					Implement BRT	2014/15	Phase 1	
					Implement BRT	2015/16	Phase 2	
					Implement BRT	2016/17	Phase 3	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Fleet Management	Conversion of Service Delivery vehicles from petrol/diesel to gas	None		5 year		Reduction of fuel bill. Reduction of fuel theft. Income from Carbon credits. More effective and efficient local government.
					Feasibility study	2012/13	100%	
					Construction of gas depots/pumpstations and run pilot project	2013/14	100%	
					Conversion of vehicles	2014/15	100%	
						2015/16		
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Professional and responsive municipal administration	Fleet Management	Ring fencing of the Fleet function	None	Ring fenced entity	5 year	100%	More effective and efficient local government. Improved service delivery.
						2012/13	10%	
						2013/14	33%	
						2014/15	33%	
						2015/16	24%	
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Fleet Management	Increase vehicle availability to 90% after establishing a fully functional repair workshop.	None	SLA between Fleet and Service providers, payment within 30 days	5 year		Improved service delivery due to higher availability of vehicles. Reduction in overtime.
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		



NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Fleet Management	Establishment of a fully functional repair workshop	Busy training six mechanics		5 year	100%	Improved service delivery due to higher availability of vehicles. Reduction in overtime.
					Training of artisans (Mechanical and electrical)	2012/13	100%	
				In the process of procuring the tools	Purchase of essential tools and equipment.Installati on of security system. Purchase of essential spares. Sign SLA with user departments.	2013/14	100%	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Accountable and clean municipal government	Fleet Management	Reduction of fuel costs	None	% reduction in fuel consumption on baseline of 2011/12.	5 year	38%	Reduced expenditure
						2012/13	30%	
						2013/14	2%	
						2014/15	2%	
						2015/16	2%	
						2016/17	2%	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Accountable and clean municipal government	Fleet Management	Accident investigating committee	None	% of reduction of accidents caused by negligence.	5 year	100%	Reduced expenditure. Increased vehicle availability
						2012/13	20%	
						2013/14	20%	
						2014/15	20%	
						2015/16	20%	
						2016/17	20%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Smart metering	0	Number of meters installed	5 year	64500	Reduction in losses. Increase income. Ellimination of debt accumulation
						2012/13	2500	
						2013/14	31000	
						2014/15	31000	
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Professional and responsive municipal administratio n	Electricity	Ring fencing of the Elect function	0	Ring fenced entity	5 year	100%	More effective and efficient local government. Improved service delivery.
						2012/13	10%	
						2013/14	33%	
						2014/15	33%	
						2015/16	24%	
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Outage management system	0	Implement Automated outage management system	5 year	100%	Improve response time. Improve report back to NERSA
						2012/13	25%	
						2013/14	75%	
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	SCADA system	2	Number of stations connected	5 year	23	Reduction in outage times. Facilitates forward planning. Enhances safety of staff.
						2012/13	3	
						2013/14	4	
						2014/15	6	
						2015/16	10	
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Construct additional bulk electricity supply (From Eskom to ELM)	0	Number of additional intake points secured	5 year	2	Increase security of electricity supply
						2012/13		
						2013/14	1	
						2014/15	1	
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Public Lighting energy efficiency program	8000	Number of lower wattage lights installed	5 year	16500	Improved safety and security to the community
						2012/13	6500	
						2013/14	6500	
						2014/15	3500	
						2015/16		
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Alternative energy	0	% Reduction in the purchase of electricity from Eskom	5 year	5%	Reduction in electricity purchase cost. Carbon credit income.
						2012/13	1%	
						2013/14	1%	
						2014/15	1%	
						2015/16	1%	
						2016/17	1%	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Informed and participatory community	Information Technology	Smart City program	0	% of ELM areas covered by the wireless broadband network.	5 year	100%	Reduction in cost to the residents of the Municipality. Improve the image of ELM. Promotion of active community participation. Building of safer communities. More effective and efficient local government.
						2012/13	5%	
						2013/14	20%	
						2014/15	20%	
						2015/16	20%	
						2016/17	35%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Electricity	Roll out of fibre optic communication system to substations	2	Number of substation connected via the optic fibre network.	5 year	14	Communication between staff and the control centre.
						2012/13	7	
						2013/14	7	
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Water	Smart metering	129 008 water meters	Number of meters installed	5 year	175284	Reduction in losses. Increase income. Ellimination of debt accumulation. Reduction in purchase of bulk water.
						2012/13	1200	
						2013/14	43521	
						2014/15	43521	
						2015/16	43521	
						2016/17	43521	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Effective and efficient municipal government	Water	Centralised ELM customer care centres	Average water complaints per annum is 10 035	% Reduction in consumer complaints	5 year	80%	Improved service delivery. Improved trun around time and customer satisfaction. Compliance with Batho Pele principles.
						2012/13	10%	
						2013/14	30%	
						2014/15	40%	
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Water	Reduction of water losses	The water lost is estimated at 49%	% Reduction of water losses	5 year	20%	Reduction in bulk water purchases. Increase revenue.
						2012/13	3%	
						2013/14	3%	
						2014/15	7%	
						2015/16	7%	
						2016/17		



NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Water	Purification of water	Bulk water purchases is estimated at R30 Million per month	% of reduction in bulk water purchases.	5 year	50%	Reduction in bulk purchases of water. Control over water tariffs.
						2012/13		
						2013/14		
						2014/15		
						2015/16	50%	
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Water	Replace ageing pipes	The length of water pipe line is 2 849 km's	Length of water pipe replaced (km)	5 year	1742	Reduction in water losses. Improved service delivery
						2012/13	174	
						2013/14	174	
						2014/15	465	
						2015/16	465	
						2016/17	465	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Sanitation	Rehabilitation of existing sanitation reticulation infrastructure	The sanitation gravity network consist of 2600 km of gravity pipelines, 33 328 sewage manholes, 34 km sewer pump pipe lines and 94 sewer pumps.	Length of sewer pipe replaced (kM)	5 year	1894	Restore consumer dignity. Improvement of public health and safety. Reduction in reactive maintenance cost.
						2012/13	189	
						2013/14	189	
						2014/15	505	
						2015/16	505	
						2016/17	505	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Sanitation	Green drop status	Sebokeng 67%, Leeuwkuil 73% and Rietspruit 61%	Achieve better than 90%	5 year	100%	Legal compliance. Improved image of ELM. Attract investment.
						2012/13	90%	
						2013/14	95%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Water	Blue drop status	95% Blue drop	Achieve 100%	5 year	100%	Legal compliance. Continued improvement of the image of ELM. Excellent quality water supply to the community.
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Sanitation	Upgrading of waste water treatment plant (Rietspruit and Leeukuil)	Sebokeng is 100 ML per day, Leeuwkuil 41 ML per day and Rietspruit 36 ML per day	Double the capacity of each plant	5 year	100%	Attracting development. Legal compliance. Approval of housing development applications.
						2012/13		
						2013/14	100%	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
Select One								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Sanitation	Sedibeng Regional Sewer Scheme	0	Expand Sebokeng water care works New pumpstations New regional sewer plant	5 year		Increased capacity. Attracting development. Legal compliance. Approval of housing development applications.
						2012/13		
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Professional and responsive municipal administration	Human Resources	Address shortage of institutional resources	There is 835 vacancies as at 01 August 2011	% of vacancies filled and staff trained.	5 year	100%	Improved service delivery. Reduction in acting and overtime. Capacitating staff.
						2012/13	5%	
						2013/14	15%	
						2014/15	30%	
						2015/16	50%	
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Informed and participatory community	Water	Community awareness programs	12 per annum	Number of awareness programs	5 year	135	Education of the public. Community participation.
						2012/13	25	
						2013/14	25	
						2014/15	30	
						2015/16	30	
						2016/17	30	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Provision of 240L bins to all ELM households	No capital funding approved for the 2011/12 financial year.	Number of bins provided	5 year	120000	Attain a clean environment. Legal compliance.
						2012/13	24000	
						2013/14	24000	
						2014/15	24000	
						2015/16	24000	
						2016/17	24000	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Minimising of illegal dumps	100 day clean up program implemented during October 2011 and eradication of backlogs during december 2011 with a total of 218 EPWP person appointed and active throughout the ELM region.	% adherence to the program	5 year	100%	Attain a clean environment. Legal compliance.
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Creation of recycling plant for bottles and other materials that cannot be burnt	2 Buy back centres active in Evaton West and Evaton Main. Sedibeng with financial support to establish 1 buyback centre in Rustervaal in 2012/2013 Acquisition of laqnd process not completed as yet	Number of plant commisioned	5 year	2	Creation of jobs. Minimising waste. Legal compliance. Promotion of co-operatives
						2012/13		
						2013/14	1	
						2014/15	1	
						2015/16		
						2016/17		
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Conversion of green waste from mini dumps into compost	Composting area established at the Waldrift Landfill site with windrow equipment purchased during 2010/2011 financial year.	Number of plant commisioned	5 year	1	Creation of jobs. Minimising waste. Promotion of co-operatives. Income generation.
						2012/13	1	
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Informed and participatory community	Solid Waste	Training of environmental wardens	No movement for current financial year due to no funding available. As an alternative, EPWP persons to be appointed and trained through learnership programs.	Number of Wardens trained per annum	5 year	100	By Law enforcement. Minimise illegal dumping. Job creations. Cleaner environment
						2012/13	20	
						2013/14	20	
						2014/15	20	
						2015/16	20	
						2016/17	20	
NATIONAL OUTCOME								
AN EFFICIENT, COMPETITVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Provide household collection in newly developed areas	Meeting deadlines on a weekly basis 90% based on household collection implemented schedule.	% adherence to the weekly schedule	5 year	100%	Minimise illegal dumping. Cleaner environment. Quality service delivery.
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	



NATIONAL OUTCOME								
AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Informed and participatory community	Solid Waste	Outreach programs (operation restore dignity)	Meeting deadlines on a weekly basis 90% based on implemented illegal dumping schedule.	% adherence to the schedule	5 year	100%	Minimise illegal dumping. Cleaner environment. Quality service delivery.
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	
NATIONAL OUTCOME								
Select One								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Establishment of mini dumps in the Townships	Feasibility study for designs and proposed sites 95% completed. EIA process to be completed by 30 june 2012	Number of minidumps established	5 year	3	Minimisation of illegal dumping. Cleaner environment. Promotion of recycling.
						2012/13	1	
						2013/14	2	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
Select One								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Quality rendered, accessible, sustainable and reliable municipal services	Solid Waste	Provision of services to all informal settlements	Illegal dumping services provided on a fortnight basis(ELM program )with litter picking done by Indalo Yethu and EPWP	% Adherence to the schedule	5 year	100%	Minimisation of illegal dumping. Cleaner environment. Promotion of recycling.
						2012/13	100%	
						2013/14	100%	
						2014/15	100%	
						2015/16	100%	
						2016/17	100%	

## CHAPTER 6

### 6. COMMUNITY DEVELOPMENT

#### 6.1 Health

The Primary Health Care renders a comprehensive primary health care services to the community living within the boundaries of Emfuleni, and also ensures that they have access to personal health services through promotive, preventative, curative and rehabilitation. Comprehensive PHC services are rendered at 18 fixed clinics, 2 mobile clinics and 3 service points. ELM is currently rendering Public Health Care function on behalf of Gauteng Dept of Health and claiming monthly for services rendered. Four health posts have been established in Boipatong.

Number of public and private health facilities	
Clinic	
Public clinic	22
Private clinic	4
Hospital	
Public hospital	5
Private hospital	7

#### 6.2 Environmental Management

Environmental management division was established in 2009 with the appointment of one Chief Environmental Officer. Since then the section has grown to 5 officials. Currently the section is in the process of developing an Environmental Management Framework which will inform the drafting and implementation of the strategic documents which are very useful in promoting sustainable development for the local government.

Particulate pollution of ELM is due to household coal burning and dust while the remainder is due to industrial activities and motor vehicles, posing potential public health concerns. The section strives to reduce air pollution and to improve the quality of air by identifying, investigating and monitoring pollution sources and instituting remedial or preventative measures. Diesel vehicles and premises with poor indoor air quality are regularly monitored and, in cases of none compliance, remedial actions are instituted. Most of ELM is covered by wetlands and riparian habitats. Most of the wetlands are in an advance state of degradation because of several environmental impacts.

The monitoring of water quality comprises the monitoring and surveillance of water quality and checking the availability of water intended for human consumption and recreational, commercial and industrial use. This section has a programme that monitors surface water for water borne diseases such as cholera by taking samples from rivers, streams and sewerage purification plants. In the unlikely event of a water-borne disease outbreak, the section has response strategies in place to deal with such cases. Environmental health practitioners play a proactive role in reducing littering and illegal dumping through monitoring, controlling and educating communities about the health risks associated with such practices, e.g. recycling programmes and clean up campaigns. Currently Environmental Health Practitioners are rendering services at the ratio of approximately 1 per 41 666 of the population within ELM.

## 6.2.1 Phase 1 – Strategy and Analysis

A scan of the current climatic trends and the projected trends into the future was done using information from the Climate Information Portal (CIP). This formed part of Phase 1 of the toolkit which includes data collection and analysis in preparation for developing a strategies, objectives and projects related to climate change.

## 6.3 CLIMATE

### Rainfall

Emfuleni currently has one rainy season in December and November with an average of about 125 and 100mm respectively. Emfuleni's rainfall patterns are predicted to increase generally and the rainy season to shift so that eventually the new rainy season will be in February and March.

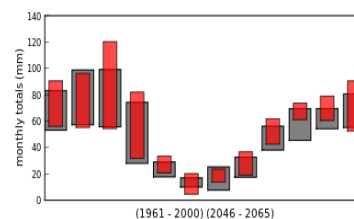
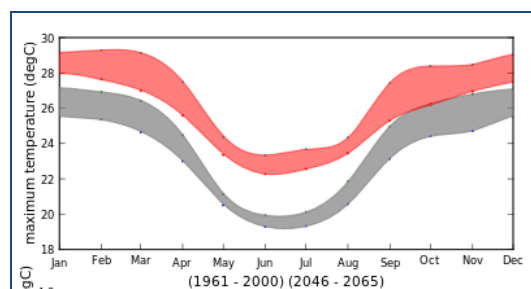


Figure 1: Downscaled Monthly Rainfall Projections: 10th to 90th percentile multi-model range of monthly rainfall totals for 20th Century (grey) and future period (red)

### Temperature

The wet seasons in Emfuleni municipality correspond with the

Figure 2: Downscaled Monthly Maximum Temperature Projections



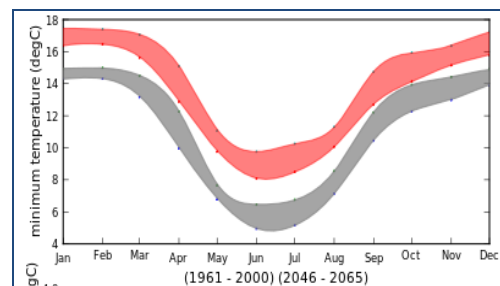
warm seasons. For Emfuleni December, January and February are the hottest months with a mean maximum daily temperature of 27

degrees and a mean minimum daily temperature of 16 or 17 degrees. June and July are the coldest

months. The mean maximum daily temperature during these months is 16 or 17 degrees and the mean minimum is 3 degrees.

The projections are that the mean maximum daily temperature in summer will rise by 2 degrees and the minimum will rise by 3 degrees. The mean maximum and minimum daily temperature in winter will rise by 4 degrees.

Figure 6: Downscaled Monthly Minimum Temperature Projections



### Emfuleni's climate experience

Emfuleni's climate change . highlighted that Emfuleni has been having the come freak weather events, most notably the consistent flooding which has happened since 2008 in December and January – so extreme that the municipality has had to buy boats and train some of their disaster management team to dive.

It also emerged that the winters are colder than they have been, and that there are some seasonal differences. In September and October there are some very cold days which is a recent phenomenon, and yet the municipality has also experienced some very extreme heatwaves, unusual for the area, which resulted in physical stress and disease to the point where the municipality had a shortage of available medical supplies.

## 6.4 CONCLUSION

**Figure 3: Greenhouse gas data and calculations**

Fuel	Unit	Quantity	Conversion factor (GJ/unit)	GJ	Conversion factors (tonnes CO2/GJ)	tonnes CO2e	% of total
Electricity (munic)	kWh	2 231 656 333	0.0036	8 033 963	0.3056	2 455 179	19.1119%
Electricity (Eskom)	kWh	8 823 669 444	0.0036	31 765 210	0.3056	9 707 448	75.5658%
Paraffin	litre	694 834	0.036	25 014	0.0717	1 794	0.0140%
LPG	m3	152 743	0.025	3 819	0.063	241	0.0019%
Natural gas	m3	6 827 075	0.039	266 256	0.0642	17 094	0.1331%
Coal	kg	2 739 466	0.03	82 184	0.0944	7 758	0.0604%
Petrol (transport)	litre	30 593 480	0.034	1 040 178	0.0692	71 980	0.5603%
Diesel (transport)	litre	3 968 445	0.037	146 832	0.0739	10 851	0.0845%
Heavy furnace oil	litre	178 149	0.04	7 126	0.0772	550	0.0043%
Coke	kg	2 252 448	0.034	76 583	0.107	8 194	0.0638%
Wood	kg	2 268 000	0.019	43 092	0	43 092	0.3354%
Aviation Fuels	litre	13 116	0.036	472	0.072	34	0.0003%
Maritime Fuels	litre	0	0.037	0	0.078	0	0.0000%
Solid waste (landfill)	Can be estimated at 0.76 tons CO2e/capita/yr				0.76	500 401	3.8953%
Waste water treatment	Can be estimated at 0.033 tons CO2e/capita/yr)				0.033	21 728	0.1691%
TOTAL tons CO2e						12 846 344	
Population						658 422	
Tonnes CO2e/capita						19.5	

According to statistical modelling of trends in Emfuleni's climate, Emfuleni's minimum and maximum daily temperatures are both projected to increase. Temperatures in winter are projected to increase more than temperatures in summer. Rainfall is also expected to increase and the rainy season to shift. Emfuleni is projected to get hotter and wetter.

## **6.5 GREENHOUSE GAS EMISSIONS SCAN**

### **6.5.1 INTRODUCTION**

A greenhouse gas emissions scan is a quick glance at the carbon footprint of the municipality and its surrounding community. It measures carbon dioxide and methane emitted. It provides a baseline picture for measuring progress, provides information with which to making policy decisions, and allows for prioritisation.

The Emfuleni Local Municipality boundaries will constitute the measurement boundaries for the Greenhouse Gas emissions scan. 80% of Emfuleni Municipality consists of the Magisterial District of Vanderbijlpark and Vereeniging. The other 20% is rural and in comparison the emissions are very small, we have therefore left them out of the analysis because collecting information on those areas would be too complicated and time consuming.

The baseline year which we will use for the information will be 2009.

### **6.5.2 COLLECTING AND CALCULATING DATA**

Collecting and calculating data consists of first finding the figures for the data in the unit which it is measured, converting the quantity of that particular unit into gigajoules, and then converting it into tonnes of CO<sub>2</sub>. The tonnes of CO<sub>2</sub> are then summed and divided by the population of the municipality in order to determine CO<sub>2</sub> per capita.

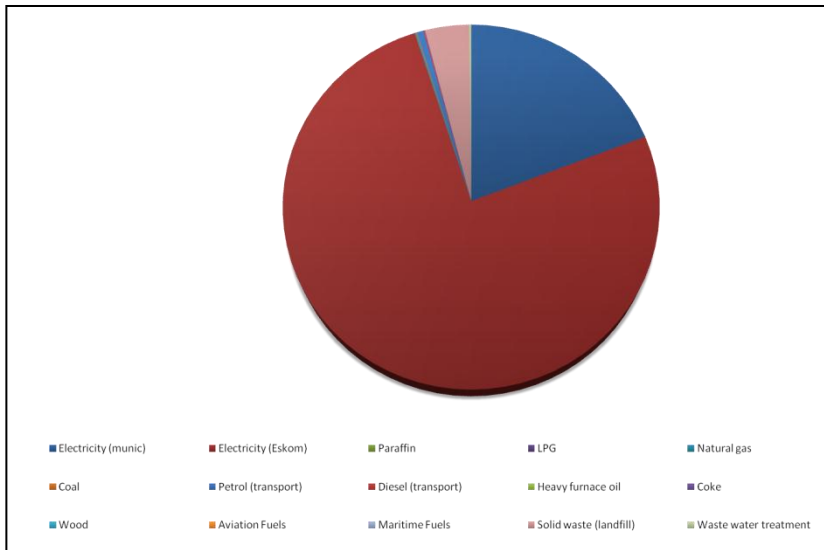
Data on electricity can generally be sourced from the local distributor. If the distributor is the municipality then this should be a fairly simple task, but if Eskom is the distributor then it may be harder to find this information and may require going to individually to large industries to collate their figures. Data on paraffin and LG, heavy furnace oil, and petrol and diesel is available either from the Municipal Liquid Fuel Data File (SAPIA) or needs to be sourced from oil companies. In the case of petrol and diesel you may also be able to find data at the Department of Transport. Aviation and maritime fuels may also be sourced from the SAPIA file or alternatively from the airports authority and the ports authority. Natural Gas can be sourced from Egoli or Sasol gas but figures for coal and coke have to be gathered individually from merchants and wood figures can only really be found from local surveys if some have been done.

Inevitably there will be gaps in the information. In gathering data for Emfuleni the figure for Eskom's electricity is the electricity which is consumed by SASOL as Eskom could not provide the municipality with the information. The figure for coke is likely to be correct because there is only one coke user in the locality, but the wood, even with a survey, is difficult to measure. Solid waste and wastewater are average figures based on the population and so although generally accurate, there will be outliers that do not conform to the figures.

If there are gaps in the data that the municipality is unable to source during the initial data collection process then there may be reason to begin the process of planning for the collection of that data in the future. In this way figures will steadily improve year on year, helping to improve decision making.

### 6.5.3 ANALYSIS

#### Substantial contributions to emissions



South Africa's emissions per capita exceed the world average of 4 tons per capita at about 10 tons per capita. Emfuleni's CO<sub>2</sub> emissions per capita are close to double the average in South Africa and more than four times the global average.

Nationally electricity accounts for just under 50% of South Africa's 387 million metric tons. Emissions from electricity in Emfuleni far exceed all other fuel types, constituting 95% of the CO<sub>2</sub> emitted in the municipality. Solid waste is the only other fuel which contributes more than 1% of the CO<sub>2</sub>, but is still very small in comparison to electricity.

**Figure 4: Emfuleni LM energy emissions split according to fuel type**

**Figure 5: Fuel types according to percentage of total emissions**

Fuel	% of total	Fuel	% of total
Electricity (municipality)	19.11%	Heavy furnace oil	0.00%
Electricity (Eskom)	75.57%	Coke	0.06%
Paraffin	0.01%	Wood	0.34%
LPG	0.00%	Aviation Fuels	0.00%
Natural gas	0.13%	Maritime Fuels	0.00%
Coal	0.06%	Solid waste (landfill)	3.90%
Petrol (transport)	0.56%	Waste water treatment	0.17%
Diesel (transport)	0.08%		

Looking at Emfuleni's data the only fuels which contribute more than 1% of the total are Electricity at 95% and solid waste at almost 4%. However, the enormity of Emfuleni's electricity footprint prevents us from being able to determine other priorities because the other fuels are so small in

comparison. If we remove electricity from the mix then tons of CO2 per capita goes down from 19.5 to 1, way *below* the global and South African average, and solid waste, petrol and wood emissions start to look more significant.

Figure 6: Top 3 emitters

## 6.6 PHASE 1 & 2 – STRATEGY AND OPTIONS FOR ACTION

### 6.6.1 INTRODUCTION

In line with the toolkit phases, Emfuleni held a two day climate change workshop which was attended by the Department of Environmental Affairs, the Department of Cooperative Governance and Traditional Affairs, Emfuleni Local Municipalities departments of Land Use Management, Parks and Cemeteries, Environmental Management, Land Use Management, Social Development as well as Corporate Services, Auditing and the Speaker's Office.

### 6.6.2 KEY IMPACTS AND RESPONSE ACTIONS

CLIMATE EXPERIENCE	CLIMATE RESPONSE	GAPS
<b>Flooding</b>		
<ul style="list-style-type: none"> <li>Exhaustion of resources – people need to work overtime, uses up money, changing of infrastructure</li> <li>Damage to livelihoods – people need to change the way they live when there are floods</li> <li>Damage to biodiversity – tons of fish are killed, trees are taken away</li> <li>Potential/Loss of life – houses fall on children</li> <li>Damage to infrastructure – roads, bridges are underwater, WWTW as well</li> <li>Potential for water borne diseases – lots of dysentery, cholera</li> <li>Pollution of water resources by oil and sewage</li> <li>Effects on water – potable &amp; recreational;</li> <li>Economic impact – relocation; some shops and factories are required to stop operating or relocate to other provinces; also impact on tourism for the people who come here for boating</li> <li>Devaluation of property – during floods property value goes</li> </ul>	<ul style="list-style-type: none"> <li>Emergency response due to creation of a water wing within emergency services in 2009 – we did not have specific people who can dive, we were forced to go and buy boats, special training – people were sent to PE, people need to be registered. This has large effects on your budget. Emfuleni went into the red because these things were not funded.</li> <li>Evacuation – removing people from their residences</li> <li>Closing of roads, law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Effective and well coordinated disaster management</li> <li>Changes in town planning – some houses are built on river systems or below the 1 in 50 flood line</li> <li>Improved and well-managed infrastructure – build WWTW higher up so they are not affected by the flood, new technical specifications need to come into infrastructure</li> <li>Better coordination with neighbouring municipalities regarding water management – how to treat their catchment, the flood might have been better off</li> <li>Wetlands rehabilitation &amp; protection, development of flood planes – issue of where do people go to who have put their</li> </ul>



down		houses up in wetlands?
		<ul style="list-style-type: none"> <li>Enforcement &amp; authorisation – often legislation is not adhered to, and there is pressure to authorise things even though it goes against legislation</li> </ul>
<b>Hotter Summer and Winters</b>		
<ul style="list-style-type: none"> <li>A number of people get sick from the unusual climate changes – people get flu and a host of other sicknesses</li> <li>Impact on plant growth – there are plants that are very dependent on temperatures and they no longer grow as efficiently as they otherwise do. Trees are replacing grass because grass can only take temperature up to a certain extent and this has an effect on grazing.</li> <li>Agricultural production decline – particularly important for subsistence farmers</li> <li>Cockroaches, rats, malaria</li> <li>This area used to be known as a maize triangle – we used to rely on irrigation. But this will change because most of this was unlawful. 275 billion litres of water being used for agricultural production on a commercial scale. This impact of hot and very cold weather pattern is going to hit this place hard.</li> <li>Municipality is encouraging subsistence farmers to develop, but if it is very hot they cannot irrigate and their crops die.</li> <li>Animals will start to die because their breeding patterns are based on availability of food which will change due to the changes in temperature.</li> <li>Reduced productivity</li> <li>Increased energy use through machines to reduce</li> </ul>	<ul style="list-style-type: none"> <li>Public education in townships</li> </ul>	<ul style="list-style-type: none"> <li>Disaster &amp; Risk Management Plan</li> <li>Changes in agricultural methods – using new technologies to protect agricultural productivity; you can only change agricultural patterns to some extent.</li> <li>Planting more trees which act as a carbon sink and also protect from heat</li> <li>Do a more detailed study in what the impacts on agriculture and going to be and how we can respond to that</li> </ul>

<p>temperatures</p> <ul style="list-style-type: none"> <li>• Budgetary increase for medication</li> <li>• Some interventions also become futile due to changes in climate</li> </ul>		
<b>Seasonal changes</b>		
<ul style="list-style-type: none"> <li>• It being too windy in September and October instead of August.</li> <li>• Cold days during September and October</li> <li>• This will affect agriculture – after winter people start to prepare their summer crops. When it's very windy it damages the seedlings. They will start to grow and then get uprooted.</li> <li>• When it's very windy there are lots of squatter camps where they use whatever material is available and they are being blown away because of the wind. This also results in runaway fire in squatter camps.</li> <li>• Social life is affected – people do not stay outdoors and hand out in parks and keep their children busy.</li> <li>• Economy – street vendors are unable to do their business on windy days and the repercussion is large. People need transport to pay for their kids the following day.</li> <li>• Puts stress on disaster management.</li> <li>• People are starting to use more water and this is starting to impact on municipalities – winds dry things out which results in an increase in water use.</li> <li>• Growing maize is problematic because summer is getting hotter and hotter, so people are using genetically modified seeds which are then not able to replant and need to buy every year</li> </ul>		<ul style="list-style-type: none"> <li>• Proper housing must be provided for people so that they are less vulnerable and can stand up better to more extreme weather.</li> <li>• Indoor sports facilities must be provided so that even if there is unfavourable weather conditions they can go there.</li> <li>• Education and awareness. When people have information – knowing what materials to use for building their households so that they are not blown away by wind.</li> <li>• Need more info – and need to communicate that to the community</li> <li>• Maintenance &amp; management of infrastructure</li> </ul>

### 6.6.3 VISION

The municipality would have an abundant, clean water supply, with electricity created from renewable sources which contributes to an environment without pollution. The municipality would have a developed green economy which is strong and sustainable and creates adequate employment for communities, strong SMMEs and a supportive environment for investment. It would be supported by an aware community who are educated on environmental issues, who conserve resources such as electricity and water, and help to look after natural resources and keep the environment clean.

### 6.6.4 OBJECTIVES AND ACTIONS

Objectives and actions which were identified at the workshop were:

IDP Objectives	Actions	Responsible Sector/Department
1. Be Well Prepared	1.1 Early Warning Systems 1.2 Demand Management 1.3 Town Planning 1.4 Agricultural Research 1.5 Strengthen infrastructure	Disaster Management Technical Services Land use management Rural development and agrarian reform Technical services
2. Strengthen the environment to handle impacts	2.1 Wetland rehabilitation 2.2 Access to electricity as a substitute for firewood	Environmental Management Technical Services
3. Reduce Greenhouse Gas emissions	3.1 Solar water heater installations 3.2 Plant trees 3.3 Efficient lighting 3.4 Behaviour 3.5 Efficient buildings – ripple control 3.6 Landfill	Technical services  Parks and Recreation
4. Build responsive governance	4.1 Integrate climate change into the IDP 4.2 Coordination through contacts at national, provincial and district and coordinating forums 4.3 Working with partners 4.4 Enforcement of regulations 4.5 Review of authorisations 4.6 Informing the community	Municipal Manager's Office and IDP Office
5. Build community resilience	5.1 Support new livelihoods for subsistence farmers 5.2 Providing housing and electrification or clean fuels	Technical services  Finance department

	5.3 Creating a culture of payment	
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#### **6.6.5 NEXT STEPS**

Now that the process has begun it is important to ensure that it does not lose momentum. The objectives and actions outlined in the analysis report need to be integrated into the appropriate sections in the IDP so that they can be budgeted and planned for.

A department needs to champion the process going forward, raising awareness of the process with the necessary institutions and decision-makers, informing council, tabling the document at council, and playing an important coordinating role between departments.

## 6.7 Community Development Strategies

### COMMUNITY DEVELOPMENT

#### NATIONAL OUTCOME

#### A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS

SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Health Care	Rendering of a full basket of PHC services the whole community	17 Clinics are rendering comprehensive PHC services	Number of centres providing a comprehensive PHC service	5 year	23	A long and healthy life for the community
						2012/13	21	
						2013/14	21	
						2014/15	22	
						2015/16	23	
						2016/17	23	
Renewing our communities	Healthy and safe environments and community	Public Health Care	Implementation of the 9 elements as defined in the Health Act, e.g chemical safety	4 health posts establish in Boipatong	Number of established health posts	5 year	45	The reduction of congestion in clinics
						2012/13	8	
						2013/14	9	
						2014/15	9	
						2015/16	9	
						2016/17	10	
Renewing our communities	Healthy and safe environments and community	Public Health Care	Implementation of the 9 elements as defined in the Health Act, e.g chemical safety	2 540 inspections quarterly on the 9 elements of Municipal Health Services	Number of inspections conducted.	5 year	52210	A long and healthy life for the community
						2012/13	10160	
						2013/14	10200	
						2014/15	10250	
						2015/16	10500	
						2016/17	11000	

NATIONAL OUTCOME								
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Recycling, revival and environmental resuscitation	Healthy and safe environments and community	Environmental Protection	Implementation of the Environmental Management Framework	There is no Environmental Management Framework	Approved Environmental Management Framework	5 year	1	Compliance to legislation by all stakeholders/ roleplayers.
						2012/13		
						2013/14	1	
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES WITH FOOD SECURITY FOR ALL								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Aged Care	Old Age Centres	One ECD centre built in Sharpeville	Number of Old Age Day Care Centres built	5 year	3	Safe and healthy environment for senior citizens
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16		
						2016/17		

NATIONAL OUTCOME								
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Child Care	ECD Centres	One ECD centre built in Sharpeville	Number of Early Childhood Development Centres built	5 year	3	Safe, healthy and edutainment environment.
						2012/13	1	
						2013/14	1	
						2014/15	1	
						2015/16		
						2016/17		
NATIONAL OUTCOME								
SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Poverty Alleviation	Social Development Master Plan	Draft Social Development Master plan awaiting Council approval	Approved Social Development Master Plan	5 year	1	An enhanced quality of life.
						2012/13	1	
						2013/14		
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Health Care	Address the process of provincialisation of Primary Health Care Services	Currently rendering PHC function on behalf of Gauteng Dept of Health and claiming monthly for services rendered	Signed Service Level Agreement with Province.	5 year	1	Improved IGR
						2012/13	1	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Safety	Law enforcement	No Metropolitan police service	Approved establishment of a metropolitan police force	5 year	1	Safer community
						2012/13		
						2013/14		
						2014/15		
						2015/16	1	
						2016/17		



NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Safety	Disaster Management	Draft Disaster Management plan in place	Approved Disaster Management Plan	5 year	Level 3	Safe and secure environment
						2012/13	1 & 2	
						2013/14	2 & 3	
						2014/15	2 & 3	
						2015/16	3	
						2016/17	3	
NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Safety	Develop a Social Crime Prevention Strategy	No Strategy in place	Number of Social Crime Prevention programs implemented.	5 year	42	Safe and secure community
						2012/13	6	
						2013/14	8	
						2014/15	8	
						2015/16	10	
						2016/17	10	

NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Traffic	Traffic management and law enforcement	6 396 by-law transgressions processed for 2010/11	Number of fines for Street and Miscellaneous By-law transgressions	5 year	33 500	Changed behaviour of citizens towards the respect of law.
						2012/13	6500	
						2013/14	6600	
						2014/15	6700	
						2015/16	6800	
						2016/17	6900	
NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Safety	Establishment of Public Safety Precincts	No Public Safety Precints existing except a traffic division with lack of office space	Number of Public Safety Precincts established	5 year	2	Effective jurisprudence.
						2012/13	1	
						2013/14	1	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	United, non-racial and integrated community	Sport & Recreation	Development of sporting codes in previously disadvantaged communities.	Eight (8) sporting codes in the previously disadvantaged communities	Number of sporting codes for development.	5 year	42	Developed sport heroes/ heroins. Achievement of a healthy life style.
						2012/13	7	
						2013/14	8	
						2014/15	9	
						2015/16	9	
						2016/17	9	
NATIONAL OUTCOME								
A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	Quality rendered, accessible, sustainable and reliable municipal services	Sport & Recreation	Upgrade and maintenance of sport and recreational facilities	Twenty one (21) multi coded sport facilities currently being maintained	Number of stadia and halls to be revamped/ upgraded.	5 year	21	Mass participation in sport and recreation as well as safer facilities.
						2012/13	4	
						2013/14	5	
						2014/15	4	
						2015/16	4	
						2016/17	4	

NATIONAL OUTCOME								
A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	United, non-racial and integrated community	Sport & Recreation	Development of sporting codes in previously disadvantaged communities.	No existing soccer academy	Number of academies established for development.	5 year	1	Developed sport heroes/ heroins. Achievement of a healthy life style.
						2012/13	1	
						2013/14		
						2014/15		
						2015/16		
						2016/17		
NATIONAL OUTCOME								
A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Co-operative, participative and interrelated government	Community Halls & Facilities	Review lease agreements, transfer of Provincial facilities to ELM	Two (2) lease agreements for Sport facilities to be finalised. Transfer of two (2) community halls to be transferred from Gauteng Province to ELM	Number of lease agreements resolved number of Provincial facilities transferred.	5 year	4	Accessible facilities to the community, sport federations and Sports Council.
						2012/13	2	
						2013/14	1	
						2014/15	1	
						2015/16		
						2016/17		

NATIONAL OUTCOME								
CREATE A BETTER SOUTH AFRICA AND CONTRIBUTE TO A BETTER AND SAFER AFRICA AND WORLD								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	United, non-racial and integrated community	Community Participation	Develop and promote cultural activities and various arts genres	Five (5) Arts & Culture development programs in 2011/12	Number of programs conducted to strengthen the Arts and Culture forum	5 year	25	Unearthed talent and moral regeneration.
						2012/13	5	
						2013/14	5	
						2014/15	5	
						2015/16	5	
						2016/17	5	
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	United, non-racial and integrated community	Tourism	Geographical name change of streets, areas and historical sites.	None	Approve a policy on name changes.	5 year	1 policy	
						2012/13		
						2013/14	1	
						2014/15		
						2015/16		
						2016/17		

NATIONAL OUTCOME								
IMPROVED QUALITY OF BASIC EDUCATION								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Release human potential	Informed and participatory community	Libraries & Archives	Educational programs	Currently each of the 12 libraries having 3 programs per month each	Number library programs.	5 year	150	A literate community
						2012/13	30	
						2013/14	30	
						2014/15	30	
						2015/16	30	
						2016/17	30	
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Recycling, revival and environmental resuscitation	Healthy and safe environments and community	Environmental Protection	Greening of the city	93 developed parks and 605 undeveloped parks	Number of new parks to be developed	5 year	5	Beautification of the city and recreational leisure for communities
						2012/13	3	
						2013/14	1	
						2014/15		
						2015/16	1	
						2016/17		

NATIONAL OUTCOME								
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Recycling, revival and environmental resuscitation	Healthy and safe environments and community	Environmental Protection	Upgrading and maintenance of existing parks	93 developed parks and 605 undeveloped parks	Number of parks upgraded and maintained	5 year	475	Beautification of the city and recreational leisure for communities
						2012/13	95	
						2013/14	95	
						2014/15	95	
						2015/16	95	
						2016/17	95	
NATIONAL OUTCOME								
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIS	ELM KEY OUTPUTS		ELM OUTCOMES
Recycling, revival and environmental resuscitation	Healthy and safe environments and community	Environmental Protection	Maintenance and management of Public/ Private Open Spaces	93 developed parks and 605 undeveloped parks	Number of open spaces maintained	5 year	3046	Beautification of the city and community safety
						2012/13	610	
						2013/14	609	
						2014/15	609	
						2015/16	608	
						2016/17	608	

NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Cemeteries & Cremetoriums	Provision and maintenance of burial space	Six (6) active cemeteries and five (5) non-active cemeteries	Number of cemeteries upgraded and/or developed	5 year	3	Decent burial space provided.
						2012/13	1	
						2013/14	1	
						2014/15		
						2015/16	1	
						2016/17		
NATIONAL OUTCOME								
A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Reinventing our economy	Healthy and safe environments and community	Environmental Protection	Regulation of funeral undertakers and burial societies	362 days for Burial supervision	Number of inspections	5 year	6000	Legislative compliance by funeral undertakers and burial societies.
						2012/13	1200	
						2013/14	1200	
						2014/15	1200	
						2015/16	1200	
						2016/17	1200	



NATIONAL OUTCOME								
ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Recycling, revival and environmental resuscitation	Healthy and safe environments and community	Environmental Protection	Maintenance and management of Public/ Private Open Spaces	93 developed parks and 605 undeveloped parks	Number of open spaces maintained	5 year	3046	Safe and secure environment
						2012/13	610	
						2013/14	609	
						2014/15	609	
						2015/16	608	
						2016/17	608	
NATIONAL OUTCOME								
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE								
SDM GDS	ELM SO	ELM FUNCTIONS	ELM PROGRAMS	BASELINE INFO	ELM KPIs	ELM KEY OUTPUTS		ELM OUTCOMES
Renewing our communities	Healthy and safe environments and community	Public Safety	Fire safety	1360 fire safety inspections conducted per annum	Number of Fire Safety inspections	5 year	48500	Safe and secure environment
						2012/13	9500	
						2013/14	9600	
						2014/15	9700	
						2015/16	9800	
						2016/17	9900	

## CHAPTER 7

### 7.1 INTEGRATION PHASE

According to MSA and local Government Municipal Planning and Performance Management Regulations of 2001, state that the IDP must reflect the following plans:

- Institutional framework
- Municipal financial plan
- Spatial Management plan
- Disaster Management plan and
- Key performance indicators

In line with the legislative frameworks, Emfuleni Local Municipality has the following plans in place:

- Institutional framework
- Draft Financial plan
- Draft Spatial Development Plan
- Draft Disaster Management Plan
- The IDP document reflects the KPI's
- Water Services Development Plan
- Anti-Fraud & Corruption Strategy
- Draft Risk Management Strategy (Strategic Risk Register)
- Risk Based Internal Audit Plan
- Draft Local Economic Development Strategy
- Waste Management plan
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The 2012/13 IDP document has been discussed with all relevant stakeholders residing within the jurisdiction of Emfuleni Municipal area. The document has as well considered inputs and comments from various spheres of government.

**N B : CAPITAL PROJECTS AND OTHER PLANS ARE ATTACHED AS AN ANNEXURE**